NOVEMBER, 1958 2s. 3d.

Personnel Management & Methods

WELFARE · SAFETY · HEALTH · CANTEEN · EFFICIENCY AIDS

Welfare – Industry Counts the Cost
(pages 22 and 23)

You, Too, Can be A Leader of Men
(Page 19)

Joint Campaign to Fight Dermatitis
(page 35)

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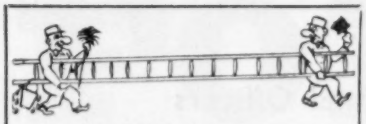

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NOVEMBER 1958

▶ POINT-COUNTER-POINT 15

▶ You, Too, Can Be a Leader of Men — Robert McKinnon 19

Can leadership be taught? Personnel Management examines one complex formula fresh from the USA

▶ Rights of Man v. the New Machines — The Editor 22

The individual and the "stress of change" kept delegates busy at this year's IPM conference

▶ Silver Lining in the Pay Packet — William Durham 23

Employers are begining to count the cost of fringe benefits. What do their findings show?

▶ Prejudice Killed the Interview — Discussion Leader 25

Our own unconscious attitude towards others often produces some unexpected reactions

▶ Busy Fingers Mean Business — Kenneth Rawnsley 26

Supervisor's commonsense plan makes your typing pool an efficient part of the production line

▶ The Pen is Mightier than the Axe — Kenneth B. Showler 28

American industry invests in its house journals to the tune of 500-million dollars every year

▶ Industrial Dermatitis—a Joint Campaign — Dr. E. E. Lieber 35

The doctor, the employer and the employee each have a part to play in fighting this disease

▶ Fibres and Fashions in Your Overall Plan — N. T. Freeman 43

Will it wear well, will it launder, does it look good? These are the tests of an overall

News & Readers' Service

Management News, Names, Notes 31 — Catering Today 40
New Books—New Films ... ... 33 — Management Diary 47

Personnel Management Equipment Market 49

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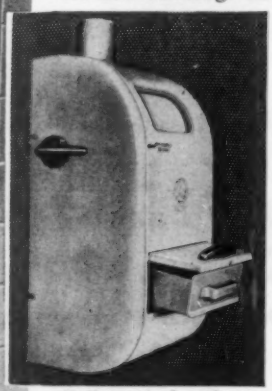

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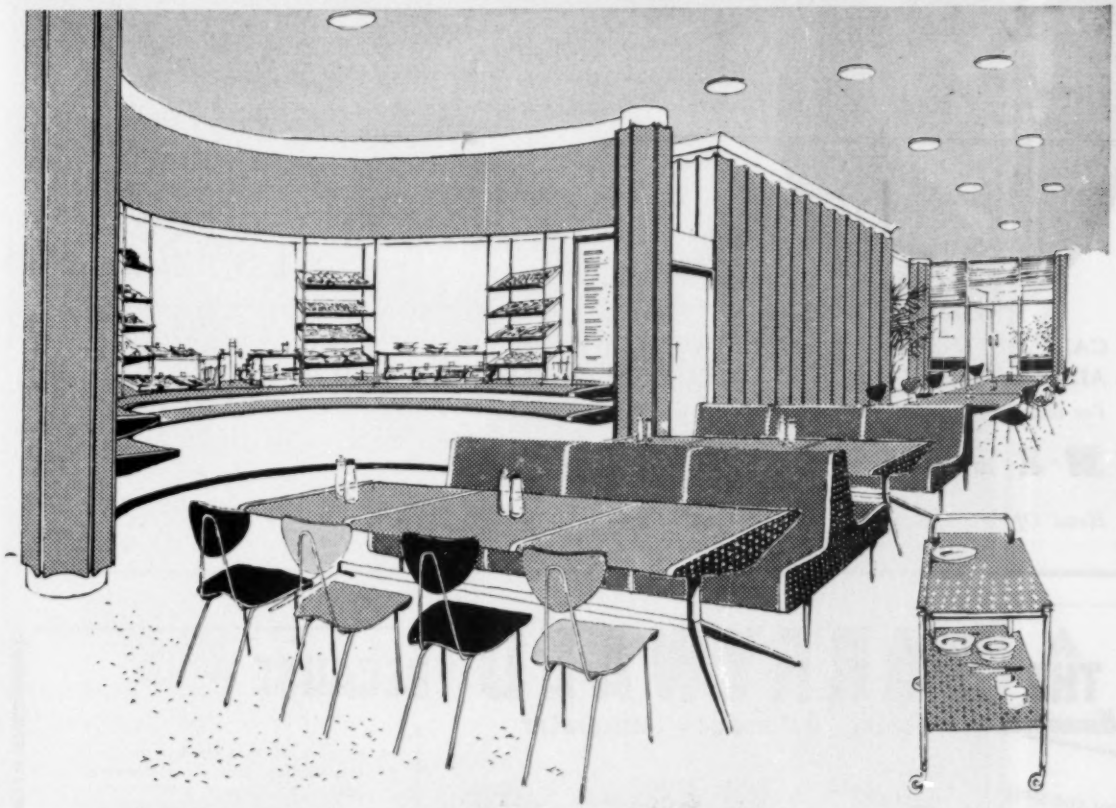

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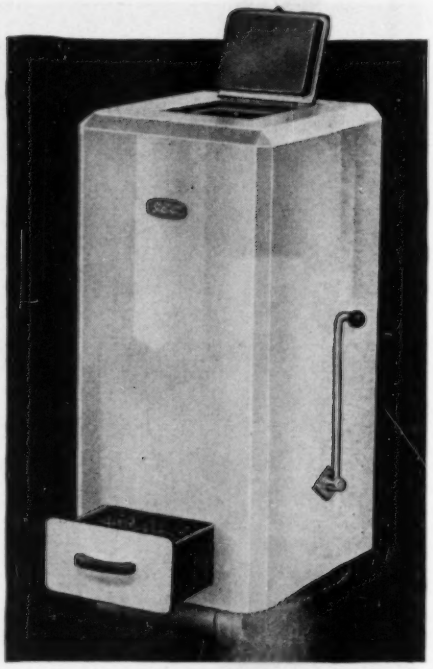

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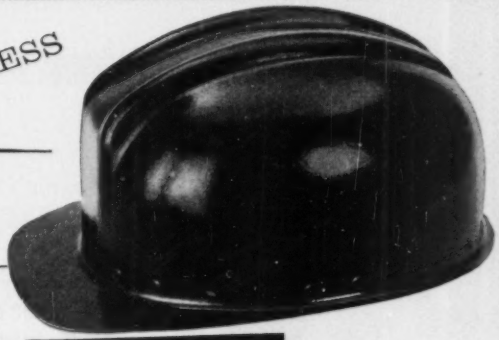

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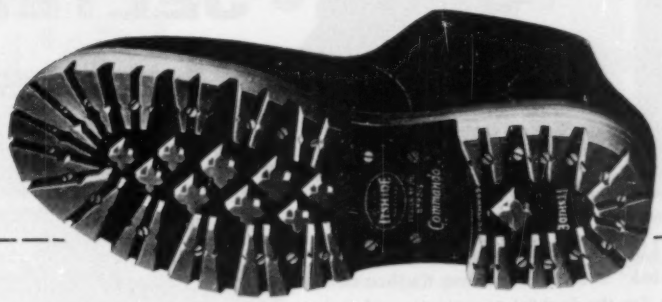

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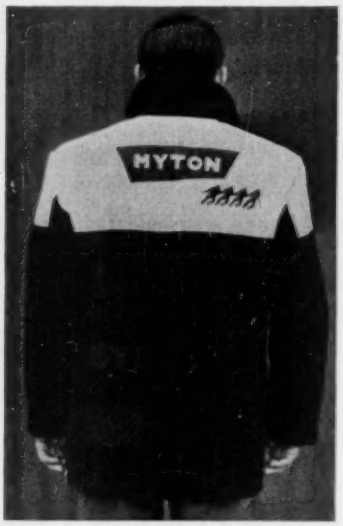

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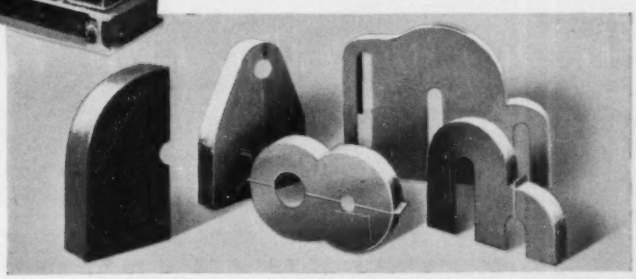

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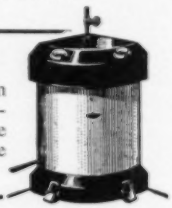

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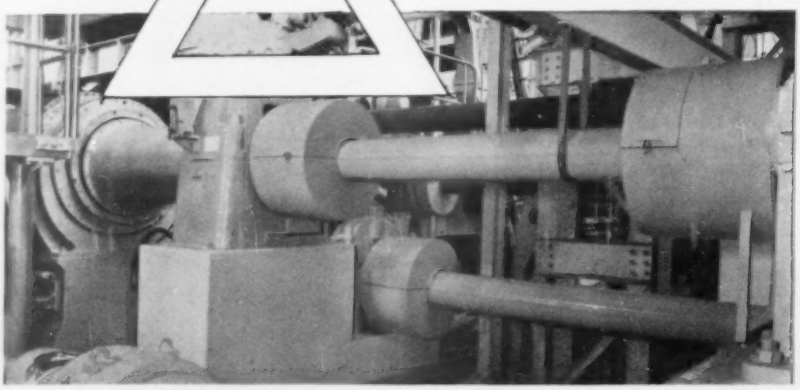

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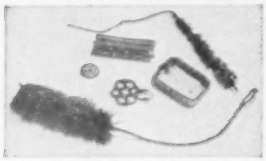

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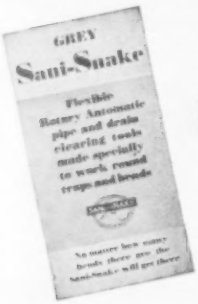

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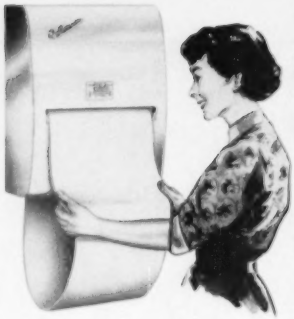

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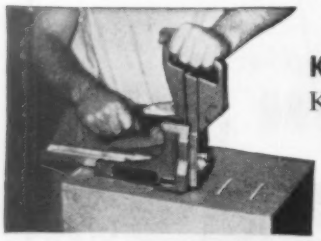

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Inspector's Short Cut to Safety

WITH scarce nine months notched up in his first year as chief inspector of factories, Mr. T. W. McCullough caught most of us on the hop last month. Few people expected the chief inspector's Annual Report for 1957 much before December; yet there it was in our hands long before the last few rivulets of September could gurgle down the drain. Slimmer than last year — 91 pages against the 195 of Sir George Barnett's *ultimum opus* — and consequently a more revealing appraisal of our achievements and failures.

This has been the precise object of the slimming exercise. The changes were decided upon before Sir George's retirement. The reasons: to cut costs and to advance the publication date, to reduce the burden of paperwork falling upon outstationed factory inspectors (and so give them more time for their proper job — inspection), to shorten and to simplify the Report in the hope that this would "bring out more clearly the main trends and developments of the year under review". No one, surely, will object to that kind of departmental economy.

Quick off the Mark

As soon as it was published the national press seized chiefly upon the problem of radiation hazards. And it is encouraging to note that already a survey of the dangers has been launched by the Birmingham Industrial Safety Group, assisted by experts from the Atomic Energy Authority. It will cover 500 workers in about 80 midland factories.

But there is, as usual, much more in the Report than meets the eye. First, a pat on the back for employers, safety officers and workers alike: the number of reported accidents during 1957 was the lowest for 20 years. Compared with 1956, notified accidents fell by more than 10,000, and fatal accidents by 36 — a general fall of over five per cent.

The building industry, that perennial Aunt Sally of the inspectorate, did even better: "It is particularly satisfactory", says the Report, "to record a substantial fall of over 16 per cent in the [industry's] fatal accidents". But the rider that reported accidents in building remain constant at about 14,000 each year, shows that as a perennial, it is just a little too hardy for the chief inspector's liking.

Even greater disappointment was expressed at the number of accidents caused by workers cleaning machines while they are in motion. This is an offence under the Factories Acts yet, during the year, 428 women and young persons were injured in this utterly stupid way.

Too many people in too many places, it seems, are falling down on the job of safety training. The Report has five pages devoted to the year's developments in training, notably the success of the TWI Job Safety programme, and the increase in the training conducted in technical schools and colleges. This section, with another on research, make up the "couple of chapters on special subjects of general interest" which the chief inspector intends to publish each year in the Report.

Separate Health Report

In future a separate annual report will deal with industrial health, and it is hoped to issue the two reports simultaneously. Electrical accidents will continue to get separate treatment, and in addition there will be a regular report on safety and health in the building and civil engineering industries. The first should be ready next year; others will follow at three-yearly intervals.

If the Report has not yet become

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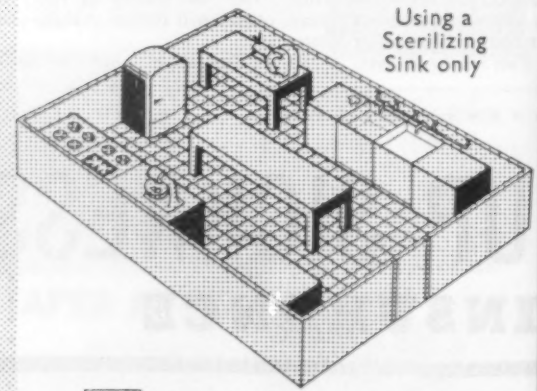

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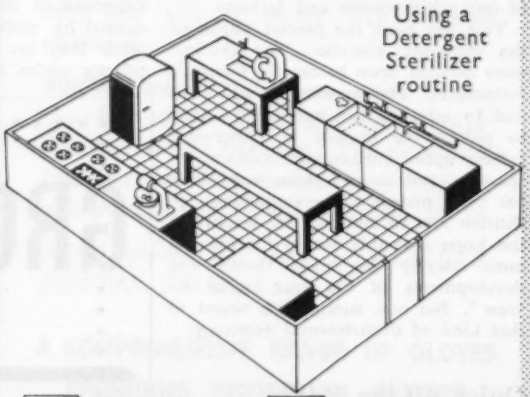

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Point Counter Point

the Bible of all industrial managers (and all trade union officials for that matter) this new shortened and clearer version deserves that distinction. Mr. McCullough and his team of reporters have done valuable work, despite a curious manpower shortage — authorised inspectorate strength is 442; by the end of 1957 it was still more than 50 short of the total. There can, we know, be no short cut to industrial safety and health. It will always need an enormous amount of plodding. But the short cut which Mr. McCullough has executed on his Annual Report has saved word-weary executives a deal of plodding, for which they should be ever grateful.

Welfare After Work

JUST how wary an editor should be of ascribing originality to any ideas and happenings he comes across, was brought home to me by a recent letter from a reader. In the August issue of P. M. & M. I briefly described the valuable work which the Unilever Pensioners' Welfare Organisation is doing by arranging visits to the company's pensioners who are lonely, ill or in distress. My one mistake was to add that the scheme was "believed to be the first of its kind in industry in this country".

My correspondent, the general manager of the Wirral Group of the North Western Gas Board, has written to tell me of a similar scheme which caters for the welfare of the 250 pensioners within the Wirral Group.

The scheme, which is known as the Pensioners' Comforts Fund, beats the Unilever scheme by exactly one year; it was established in March, 1957, and was the brainchild of Mr. F. C. Searle, the group wages and labour officer. In the belief that it could best be run by the pensioners themselves, with financial and organisational assistance from the group, he proposed the plan to a pensioners' meeting, and a working committee was formed which drew up a constitution and rules of operation.

It is open to all pensioners in the group, and their weekly subscription of 3d., supplemented by the Board, goes into a fund out of which comforts are provided and travelling expenses paid. Each pensioner is given a pre-paid business reply card so that he can inform the committee if he falls ill or meets with some misfortune. At its weekly meetings the committee discusses the visits made during the past week, and decides upon the visits to be made in the coming week. All the members of the committee are on the visiting panel, and although no visitor goes empty-handed to anyone in need, the committee decides upon additional comforts where necessary.

The scheme boasts a membership of almost 100 per cent, and its activities have now been extended to cater for widows as well as pensioners. Everyone in need is visited regularly, and the organisers receive the full co-operation of the local hospital management committees and the staff of the various hospitals.

So there it is: there are at least two of these worthwhile schemes operating in industry in this country. There may be more. I hope so. As for my original mistake, I can only offer the excuse given by Groucho Marx after he had accused a respectable citizen of booking a hotel room with a strange woman—actually the customer's wife.

"Well, she's strange to me; I've never seen her before".

Powered Paternalism

JAPANESE manufacturer Konosuke Matsushita has a knack for getting to the seat of a problem. Because some desk workers have complained of working in unheated plants (reports *Time*) this 64-year-old head of the Matsushita Industrial Electric Company has invented an electrical trouser-heating device. Heating wires are woven into the fabric and the gadget is plugged into a power point near the desk.

To encourage loyalty and productivity from his own employees he has evolved his Seven Commandments. Each morning the 12,000 workers in his thirty-two factories recite in unison a series of slogans. Examples: "Be just, cheerful, correct and broad-minded", "improve yourself through hard work", "be grateful and repay kindness". The ceremony is rounded off with the singing of the company song: "For the building of the new Japan, unite your hearts, unite your efforts. Give your all. Let us send our products to the people of the world in an unending stream".

Matsushita's employees, it seems, have learned the lesson. He has been in full production since 1949 and now has the highest taxable income in Japan. For the worker there is his monthly pay packet (no figures available) containing a picture of Matsushita beaming over such uplifting mottoes as: "Be frugal; save".

This Month's Cover . . .

. . . shows one aspect of employee welfare that still has a long way to travel. Not many firms can afford the "luxury" of a works medical centre. But none can afford to ignore the *necessity* of a planned, co-ordinated health policy for its workers. On page 35, an industrial medical officer, Dr. E. E. Lieber, shows how doctors, employers and employees must collaborate in the campaign against industrial dermatitis.

Welfare costs ring a topical note this month. Fringe benefits were discussed at this year's conference of the Institute of Personnel Management; and a pioneer survey of the subject—*The £.s.d. of Industrial Welfare*—was published by the Industrial Welfare Society. On page 23, William Durham, author of the booklet, brings his findings into focus for personnel managers.

THE EDITOR

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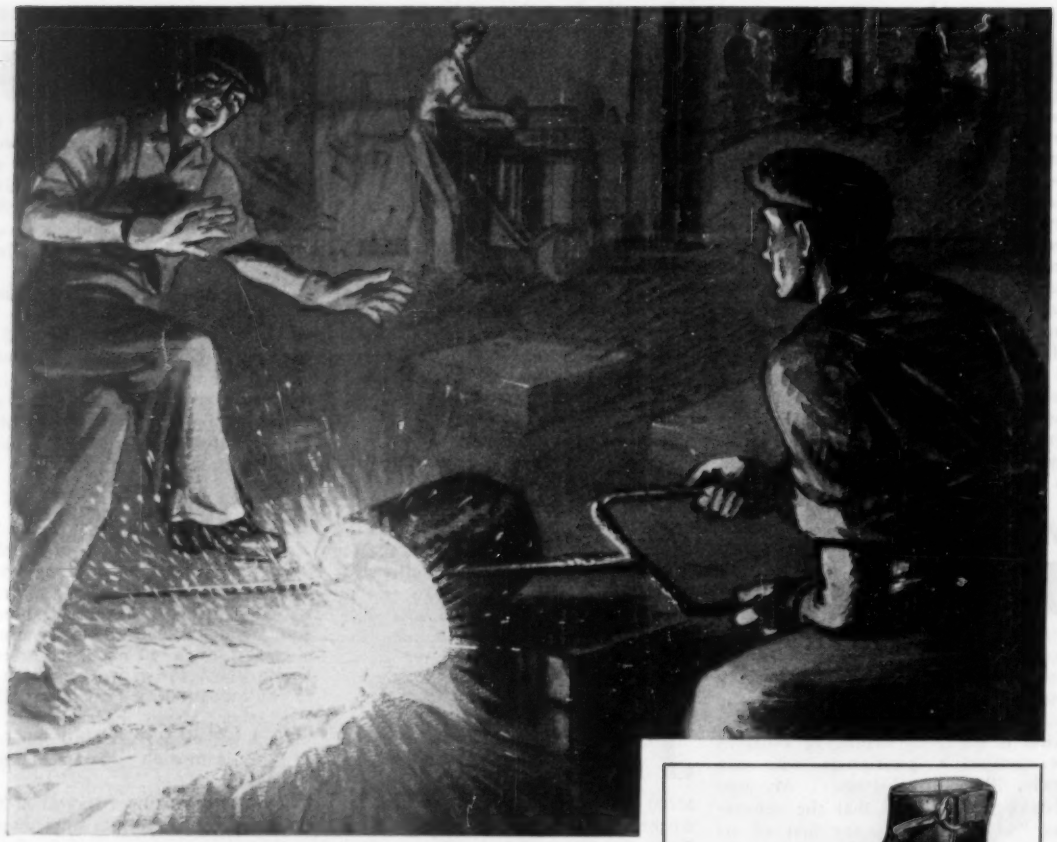

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PROFESSOR TANNENBAUM

SAYS THE PROFESSOR— BUT THE FORMULA IS NOT SO SIMPLE AS IT SOUNDS

By ROBERT McKINNON

FREUD no doubt could have supplied an excellent explanation why courses in leadership are so popular in management circles. Paradoxically, however, the gulf between theory and practice remains as wide as ever. More than a few companies have spent a lot of money sending "promising executive material" on training courses which purport to tell them how to become leaders of men, only to clip their wings when they come back to the factory fold. The formulæ for leadership are almost as numerous as the roads to salvation, but woe betide the ambitious who forget that on the shop floor the "long-haired" ideas are out, and that it is instinct, flair and the authority of status that counts.

As might be imagined, things are different in the U.S.A. where, although management thinking often changes as quickly as women's fashions, each new idea or revival of an old one is taken much more seriously. Theories are developed, refined, articulated, tested and publicised to saturation point just in case one of them proves a winner. To British management circles much of the thinking behind all this sounds—and is—naive, but American managements can nevertheless produce much corroborative evidence to show that a good proportion of their "egg-head" ideas do work.

There exists in the U.S.A. a coherent, systematised philosophy of industrial leadership, and a few weeks ago British executives had the chance of hearing about it at a one-day conference arranged by the British Institute of Management. The philosophy—which is, of course, as susceptible to change as any other current ideas on management—was admirably expounded by Professor Robert Tannenbaum of the University of California, who has devoted years to the study of industrial relations and personnel management.

Professor Tannenbaum began, in a pleasant powerful voice which needed no microphone, with some qualifications. Success as a leader depended on the kind of people one was dealing with—i.e. it did not always depend on the leader—and on whether the situation was an intellectual or an emotional one. The emergent view (though this did not sound very new) was that the effectiveness of a leader depended on the following three factors:

1. The personality of the leader;
2. The personality of the followers; and
3. The personality of the situation in which the leader/follower relationship took place.

Consequently, an effective leader in a certain situation with certain people might not be effective in another situation with other people. To combat this, managers should always be ready to analyse their capacities as leaders in varying situations.

Having made this point, Professor Tannenbaum went on to what he described as "the modern view of leadership" and began by describing two characteristics fundamental to "successful interpersonal relationships". These were *Social Sensitivity* and *Action Flexibility*. Without these, the idea of log-cabin-to-White-House (or even tycoon's office) would remain a pipe-dream; though in certain "frozen" situations an executive might keep his job without these vital endowments, because of the system or the co-operation and understanding of those under him. Such a man would be useless, however, if he were asked to take over a different job of like status.

By *Social Sensitivity* was meant the

gift of understanding others to the degree of being able to put oneself in the shoes of another, and feel and think as the other person was feeling and thinking. It was an awareness of someone else as a unique human being.

It had nothing to do with being able to imagine what one would do oneself if one were in the other person's position or had the same problem.

Our capacity for Social Sensitivity varied of course with our own moods and with the type of person concerned. Those, however, whose Social Sensitivity was generally acute were best able to function as leaders.

But this in itself was not enough. One had to be able to *act* in relation to this understanding and the ability to do so was known as *Action Flexibility*. And it was quite a common managerial problem this, for many people well endowed with the first quality were lacking in the second.

The Professor drew a topical analogy by referring to the millions of people who were convinced that they should stop smoking, or go on a diet, or take more exercise, yet were unable to do so. Such people had low Action Flexibility —at least in these matters.

Potential Leaders

In earlier days the approach had been to look at the potential leader in isolation from the situation and the subordinates. Today the approach related the leader to both of these; which was why the qualities described were so important. And one of the things which prevented a leader's Social Sensitivity and Action Flexibility* operating at peak efficiency was the sabotaging effect of his own unresolved personal problems. He who would lead must first of all achieve harmony with himself. There was no easy road nor any list of Dale Carnegie-isms which could help us become more effective managers. It was a long-run challenge related to our becoming more adequate human beings.

At this point a discussion took place, and it was clear that delegates were both fascinated by Professor Tannenbaum's exposition and worried by what they thought it all implied. Rather surprisingly, there were cynical references to the ideas exposed in William H. Whyte's *Organization Man* about mass conformity in the U.S.A. managerial world and "togetherness" and "group think" and so forth—ideas which the Professor had not dealt with at all.

Delegates wanted an answer to the question "leadership for what?" The formula was all right so far as it went, but was there any ethical purpose behind it?

Professor Tannenbaum replied that he himself was worried about the trends mentioned and about the attempts being made by American managements to promote the notion of everyone being a "member of one big, happy family". But that had nothing to do with his specific of S.S. plus A.F. It was certainly not, as one questioner had suggested, "a parcel of gimmicks for manipulating other human beings".

The qualities he had outlined would in fact help a leader to bring out the true individuality of those for whom he was responsible. Efforts to understand others could lead to a bringing out of the differences in others, and show them as unique human beings. Management could then create the environment which would take such differences into account.

While he was aware that the character of any being was an amalgam of heredity and environment, the Professor thought the attributes of leadership were more acquired than hereditary, and in the second part of his exposition he described a typical training programme at his own university to help people develop S.S. and A.F. He admitted that the success of such training varies with the individual and, as was to be expected, was most successful with the person whose personal problems were near the surface.

The training took place in groups of 15 plus an instructor and comprised about three hours a week for nine weeks. It began with a living-in weekend on the campus so that the pupils could get to know each other. And it was "an unstructured situation". That is, there was no agenda, no copying of established ideas, no identification discs—in fact, there was none of the paraphernalia of the usual get-together techniques of most management training courses.

The members of the course were expected to project themselves into this situation and, as a result, some trainees would get impatient for guidance from the trainer; some who disliked authority would not want any guidance at all; others would try and organise matters; some would take things as they came; and others would say and do nothing and just sit back and wait for something to happen.

Projection Process

Gradually the ice would break and the projection process would get under way. In time, each member would be asked to complete a form containing a list of thirty-two behaviour characteristics with reference to themselves and others on the course. Results had invariably confirmed that people have a very inaccurate idea of how others see them.

The organisers of such courses seemed satisfied with the results. The greater the variety of people in any group, the better it worked, and the whole training was looked upon as a type of case approach with the case material being the members themselves.

Professor Tannenbaum began his afternoon session by pointing out that the leadership focus had been gradually shifting and that today the emphasis was very heavily on the democratic approach to leadership. The vast majority of managers were still authoritarian in outlook, yet training courses were telling them they should be something else. This presented something of a dilemma and, to help explain his own ideas for resolving it, the Pro-

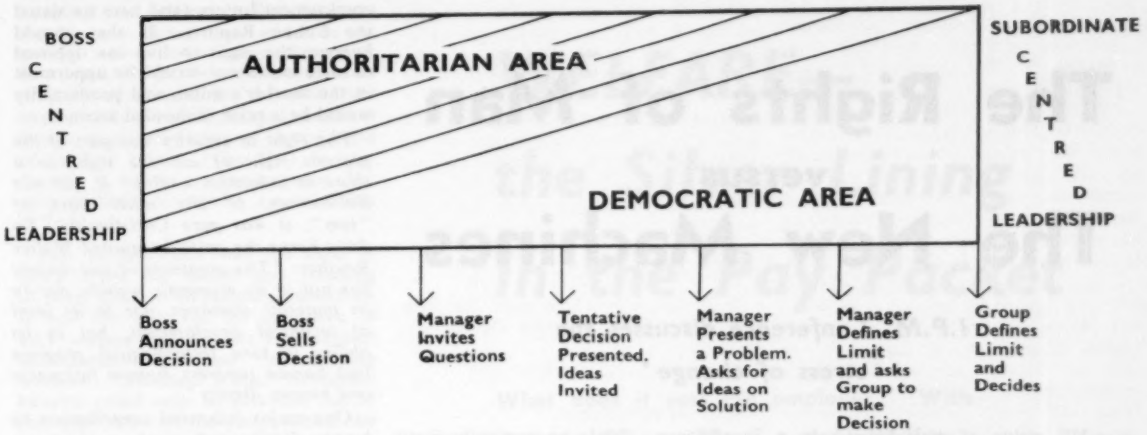
* Hereafter abbreviated to S.S. and A.F.

FIVE LEADING ANSWERS*

- **First resolve your personal problems**
- **Always be ready to analyse your capacity as a leader in the varying situations you meet**
- **Cultivate your 'social sensitivity' (the gift of feeling and thinking exactly as the other person does)**
- **Cultivate your 'action flexibility' (the ability to act in direct relation to this understanding)**
- **Stay ahead of your group—but don't be a father-figure**

* *But take care: there is no single solution*

THE PATTERN OF LEADERSHIP FROM A TO Z


BOSS CENTRED LEADERSHIP
AUTHORITARIAN AREA
DEMOCRATIC AREA
SUBORDINATE CENTRED LEADERSHIP
Boss Announces Decision
Boss Sells Decision
Manager Invites Questions
Tentative Decision Presented. Ideas Invited
Manager Presents a Problem. Asks for Ideas on Solution
Manager Defines Limit and asks Group to make Decision
Group Defines Limit and Decides

fessor worked from a diagram (reproduced on this page).

The main thing to note about the diagram was that it gave the manager a guide to where he should operate along the leadership continuum. There was no ideal point along the line from left to right; it all depended on the situation and dovetailed neatly with the earlier remarks on S.S. and A.F.

Leading Factors

All the same, certain factors affecting the type of leadership demanded were present in every and any company, and of these the chief were:—

1. Where there was a tradition of firm and direct leadership.
2. Where there was an opposite tradition.
3. The expectations of one's superiors and subordinates.
4. The company's size and location. A large company would probably operate from the left end of the diagram and a small one from the right. Widely dispersed plants would tend to operate from the left and compact ones from the right.
5. The time pressure. A sudden decision would tend to be taken from the left and one which allowed of ample time from the right.
6. The personality of the leader himself. The more insecure, the more he would operate from the left; the more secure, the more he would feel able to operate from the right.
7. The personalities of the followers. The trend would move from left to right as dependence grew into independence.
8. The degree to which workpeople were identified with the firm. From involvement to indifference—this time the move would be from right to left.
9. Knowledge and experience of subordinates. As this increased, the trend would naturally be from left to right. Management usually invited workpeople to take part in decision-making, however, only in matters which involved them personally or where they were in a position to throw some light upon a specific problem.
10. The homogeneity of the organisation. The greater this was, the more would be the trend to the right, and vice versa.

All these factors, the Professor reiterated, meant (in terms of the diagram) that there was no single answer to the question: "At what point (in other words, *how*) should a leader operate?". This he saw as a proof of the key importance of S.S. and A.F.

Nevertheless, in his own view, the more a manager could operate towards the right (though not at the extreme) the more sense it made. Ideally, a manager should stay a little ahead of the group—gradually leading them towards the right. The father-figure in industry, he thought, tended to be the type with the lowest S.S. and A.F.

At the end of the lecture, one questioner asked if, in view of the fact that most leaders and managers in industry were themselves led or managed by someone higher up, there were any courses in the U.S.A. on "How to be a Subordinate". The Professor answered with polite, deadpan charm. He said he knew of no specific courses but the matter was causing a lot of concern over there, and trainers were very much aware that there was more to a manager's job than leadership. (One hopes that this is borne in mind by British management as well.)

Where Does it Lead?

To sum up: American industry seems to be searching for an industrial leadership formula which ties up with its concept of a democratic society. It is not afraid of being articulate about the difficulties it unearths in the process. To judge from the tenor of the discussion, British management tends to be more realistic and less ideal: a man is a leader through certain natural advantages, plus certain privileges of environment bestowed upon him by the circumstances into which he was born and in which he was educated in his early years. Training at a later stage can help, but not much. In theory it may not be entirely fair, but there it is and we've got to make the most of it.

The Rights of Man versus The New Machines

I.P.M. Conference discusses the 'stress of change'

THE rights of man have been a stimulating subject for debate since long before Tom Payne came upon the revolutionary scene. The argument will rage long after this year's conference of the Institute of Personnel Management has passed into history, so it would have been difficult for the Institute to be anything but topical with its 1958 conference theme: "The Individual and the Organisation in Modern Society"—which brought 900 delegates to Harrogate for one weekend last month.

For personnel managers, however, topicality was underlined by the chairman of the conference, IPM president, Mr. R. L. Webster, when he appended his subtitle, "The Stress of Change". How would the employee's rights stand up to this increasing stress? Sir Walter Puckey (chairman of the board of engineering studies of the National Council for Technological Awards) considered this problem when he launched the plenary session of the conference. While he was enthusiastic about the great future being opened up by modern science, he was nevertheless worried that man might become a mere cog in the New Machine Age.

He felt that there was too much emphasis upon group dynamics and too little upon the individual. A translating service would be needed to explain this new scientific age to ordinary, subjective man. Would personnel managers supply this service? Pride of place was another barrier which thwarted understanding. "Some people once appointed, think they are annointed".

This sentiment was echoed by another guardian of the employee's rights, Mr. W. J. Carron, president of the Amalgamated Engineering Union. His subject was productivity and its relation to individual rights, and he pulled no punches. If productivity meant technical development, that in its turn could provoke fears in the worker's mind of being thrown on to the industrial scrap heap. Some bad employers gave too short notice of redundancy, ranging from a few hours to the iniquitous zero-hour announcement. Such shabby treatment, he added, could be avoided with a little humanity, a little forethought—plus a greater use of the "soft pedal in the incidental music to the divine right of the employer".

Every one of the working individual's rights depended upon his willingness to co-operate on the question of increased productivity. (And he affirmed that the trade unions had *never* sought to retard productivity.) But if the worker was to play his full part he had a right to be trained as a skilled craftsman, "the red corpuscle in the industrial blood stream", and a right to security.

It was useless, he added, for employers to think in terms of an unemployment lottery (and here he slated the Cohen Report). If that should happen, the right to live—as opposed to mere existence—would be uppermost in the worker's mind, and productivity would be a poor, unheeded second.

The right to security was part of the greatest right of all—the right to a share in industrial wealth. It was not Bolshevism, or any other kind of "ism"; it was pure Christianity. To drive home the point he quoted Walter Reuther: "The greatness of our society lies not in its economic wealth, nor in its material resources, nor in its level of technical development, but in its ability to turn technological progress into human progress, human happiness and human dignity".

One major industrial contribution to human dignity underwent searching examination on the conference's second day, when about a fifth of the delegates (at one of the conference's five sectional meetings) studied the cost and place of fringe welfare benefits in salary and wage agreements.

Ten Years Behind

The most disturbing revelation of this meeting was that (statistically, at least) we in Britain are more than ten years behind the U.S.A. The latest survey on the costs of welfare* shows that the median of 55 British firms spends the equivalent of 15 per cent of its payroll on fringe benefits. According to the U.S. Chamber of Commerce, American firms were spending precisely that amount in 1947. In the past 11 years the contribution has grown, until today U.S. employers are spending 23 per cent.

These figures were given to us by Mr. W. C. Gausmann (labour information Officer, American Embassy). He added a moral: in the U.S.A. the impetus for fringe benefits has come, and is still coming strongly, from the trade unions. In Britain it comes largely from the employers.

British management's point of view was put by Mr. H. F. Simons, director of Management Selection Ltd. He called for greater control of welfare costs, without curtailing the employee's

* *The £. S. D. of Welfare in Industry*, by William Durham, Industrial Welfare Society, 7s. 6d. In itself, the survey is a fine achievement, but, as delegates realised during the meeting, it has merely scratched the surface of a formidable problem for British industrial relations. It is shocking testimony that, of 135 firms approached for welfare figures, only 55 could, or wanted to, respond.

New Officers For Institute

AT the Annual General Meeting of the Institute of Personnel Management, held at Harrogate, October 11, the following new officers were elected:

Vice-president—**Miss Anne Mitchell.**

Honorary Secretary—**Mr. R. C. M. Callaghan.**

Honorary Treasurer—**Mr. Lewis A. Inglis.**

Mr. R. L. Webster (chief personnel officer, Hoover Ltd.) remains IPM President for the coming year.

benefits, and expounded his pet theory of internal pension funds and the non-contributory scheme. But he was batting on a wicket made sticky by the general lack of information about welfare costs. The IWS with its pioneer project had done a lot to rectify the situation, but we still needed, in every firm, a close and continual examination of welfare costs. (The ILO is conducting a survey at the moment, but only preliminary results are available so far).

Just as important was the need to bring home the extent and meaning of these costs to employees themselves. It was too easy for the employee to take welfare and its cost for granted. Management's interest in keeping workers informed was obvious: benefits could only be provided out of the sales value of the goods which the employees produced. Clear, simple explanation of these matters would be an encouragement to productivity.

As for control, Mr. Simons advised each company to decide first of all on the fringe benefits it believed to be most necessary—pension schemes, life insurance, etc., which helped to dispel the worker's fear of the future. The rest should be left to the employees, to arrive at the greatest good for the greatest number. He was not opposed to sports grounds, for instance, but was the provision of sports grounds the wish of the majority of employees? They were used by only a small percentage.

But if Mr. Simons' wicket was sticky, it suited Mr. Gausmann's batting style, and he closed the session with a lustily hit home run (if we may translate the metaphor). He was "amazed at the lack of hard knowledge of the actual position regarding welfare costs in this country". Employers and trade unions should go to the government and ask for money to be spent on this kind of survey. Management and employees alike must know the score.

Shortly before Mr. Gausmann devastated us with that comment, the Americans had launched another rocket —aimed at the moon. (It is one of those odd coincidences that during last year's conference the Russians launched their first Sputnik). Mr. Gausmann's missile, however, was very much down to earth, and, judging from the spontaneous applause which greeted it, it looks as if at least one fifth of the delegates left Harrogate determined to assert a few of their own rights, and to winkle out the financial score from an appallingly large number of publicity-shy employers.

WELFARE— the Silver Lining in the Pay Packet

What does it cost the employer? With its new survey, 'The £.s.d of Welfare in Industry' the Industrial Welfare Society has made the first systematic attempt to count the cost. We have asked the author, WILLIAM DURHAM, to comment on what his findings mean to the personnel manager.

DOES your personnel department pay its way? The life of many a personnel or training officer would be so much easier if he could set down in pounds, shillings and pence, exactly what he saved his firm in terms of higher output — through improved morale, reduced scrap and saved executive time. It is not possible, however, to measure accurately the cost of high labour turnover, heavy absenteeism, accidents, poor quality labour, friction between supervisors and operatives, and between the supervisors themselves. Attempts have been made, but there are so many independent variables at work that the results do not satisfy the critical mind.

In the absence of reliable figures, it may seem presumptuous to suggest that a personnel department *can* pay its way. But I would go further: If a personnel department is doing its job properly, it must be saving the firm money. In fact, it must be paying its way handsomely.

Why? Because, according to the information we received in the IWS survey, just published, the cost of running a personnel department is remarkably low.

The survey shows that, in 55 British firms, the cost of the salaries of personnel department staff (including the administration of welfare and training) ranged — as a percentage of total payroll — from 0.17 per cent to 1.61 per cent. The median figure was £3.16s.10d. per year, per employee.

Progressive Firms

It should be added, however (and this is a valid criticism), that 55 is a small figure on which to base the contention that, in *all* firms which run a personnel department, the total cost to management is a mere fraction of the payroll.

All these 55 firms were progressive, efficient organisations, making good

profits. It is easy for the sceptic to argue that, because of effective advertising, selling, product research and development, or efficient production techniques, these firms were well able to afford the luxury of a personnel department.

But the figures show, surely, that it is anything but a luxury. On the contrary, any personnel manager worth his salt must see himself and his department as a necessity. Without that conviction, he can never convince top management; and he can never do his job properly.

I have written personnel *department*, and not personnel *function*, deliberately. Many firms do not boast a personnel department, as such. 95 per cent of British industrial concerns employ between 11 and 499 employees. Many of them consider themselves too small to stand the expense of a specialist personnel manager. Yet someone on the payroll has to carry out the routine personnel function. Someone has to interview job applicants, keep records of employees, train new workers and meet union representatives.

Many production executives are capable of doing these things very well — as far as their talents are concerned. But in the main it must interfere with their production duties, and in the main it will not be done well at all.

This may appear to some as too sweeping a generalisation; but I am preaching to the converted on these pages, and I doubt whether any personnel manager will disagree with the ideas behind it.

Adds to Expenses

For a production executive to divide his time in this way must add to the company's costs, and there is obviously a strong argument for the appointment of a specialist in the field, a man or woman who is a walking encyclopædia on a wide range of subjects—industrial law, safety, hygiene, pension funds, sick pay administration, union agreements, training techniques, selection methods, channels of recruitment, canteen accounting—the list is seemingly unending. On top of all this, he must find time to see that the firm's personnel policy is being pursued by other executives, to act as adviser and counsellor to all.

Merely to keep abreast of current developments in these many fields demands a minimum of ten hours' reading a week. Little of this can be done at the office.

The ultimate value of the specialist personnel function cannot be questioned. The figures above show how little this need mean in terms of company costs.

Much more remarkable than the low cost of a personnel department, is the high cost of many fringe welfare benefits; and again it is the prosperous firms who have been more lavish in providing them. The survey shows clearly that they are not alternatives to wages.

It is the firm which pays the high wages that also provides the highest benefits.

Cost Breakdown

The cost of a good pension scheme is 12-15 per cent of the payroll, and even if the employees contribute 2-5 per cent, there remains 10 per cent to be met by the firm. Add to this nearly 2 per cent for sick pay, 6 per cent for holidays, 1 per cent for the canteen subsidy and further amounts for the medical department, sports clubs, housing and other benefits, and the total adds up to a 20 per cent addition to the payroll. In the survey the total figure ranged from 12 per cent to over 30 per cent of the payroll.

Again the question arises: Can the firm afford these things because it is more efficient than its competitors, or does the provision of these benefits help it recruit better staff, maintain higher morale and thus higher levels of productivity?

The truth lies somewhere in between. The "economy of high wages" precept may be at work, so the firm gets a better quality employee. The key, however, may be in the attitude of management. The firm that introduces benefits before it is forced to do so by union pressure, or competition for labour, has a tremendous psychological start. And if the level of morale really is important, there is little doubt that these firms will reap the benefit. Paternalism is out of fashion, and if there is any condescension in management's attitude then the advantage will be lost. But where it stems from a firm desire on the part of management to do the best it can for its employees, then the firm will gain from an enhanced team spirit in the enterprise.

This question of attitude is all important. Morale can be high with no fringe benefits. If the firm is in a declining industry, or if it is a young but growing firm and is hard up for capital, then these facts are understood by employees and the lack of benefits is often accepted.

Pensions and sick pay schemes for hourly paid workers are on the increase, and even if a governmental scheme takes over, employers can expect their ancillary labour costs to increase. Firms which at present do next to nothing will have a difficult time ahead of them.

We have heard so much about the Welfare State that most people in Britain believe that we are well ahead of continental countries. But in fact there are several countries that are ahead of us. Western Germany in particular has far more lavish provisions for retirement and for sick pay. Sweden and the Benelux countries also make extensive arrangements. Where holidays are concerned, many countries are more generous, though our standard weekly hours are shorter. Comparisons are not easy but some information is available, and with the possibility of the European Free Trade Area, management must become more aware of their comparative labour costs. In the U.S.A. many firms have set up their own private welfare states far more complete than anything in Europe. (*Though many American trade unionists still envy us our National Health Scheme—Editor.*)

British Advantage

In some ways we have a competitive advantage: most of our social benefits are arranged through the state, and firms are taxed on their profits rather than according to the number of employees. The cost of welfare, therefore, does not add to the direct costs of production, as it does, for instance, in France, Italy, Belgium and Holland. Thus a competitive advantage is given to British manufacturers.

In the long run, however, it may be said that our system penalises the efficient firms, helps the inefficient and acts as a deterrent to further investment—on which our hopes of increased productivity must rest.

All these matters are live issues in which much more interest should be taken. The IWS survey is only a pilot project; much more information is needed from a far wider range of firms. Personnel managers have a lot of prodding of top management in front of them.

Discussion Leader's Page

Who Killed the Interview? I, said Prejudice

BUT WHO WAS REALLY RESPONSIBLE— THE INTERVIEWER OR THE CANDIDATE?

I HAVE received a most interesting letter from an ex-Army officer (learning to be a personnel officer) who throws quite a different light on the subject of bias. He writes:

"I have just been learning something about how to interview people so that I shall be competent to select candidates for appointment to this firm, where I myself hope to be a personnel officer after an initial period of training. Part of our course consisted of interviewing members of the firm who had volunteered to give us some practice. I interviewed three people in one morning and at the end of each session each one said frankly what he thought about my interview and how he had felt throughout it. My experience was quite remarkable.

"Two people said that they had enjoyed my interview very much, that they had been encouraged by my attitude to talk freely and that I had gathered most of the significant information from them. The third person said that he had felt I was stand-offish and had talked down to him; he had given me as little information as possible.

"I discussed this with the experienced personnel officer who was in charge of our training. He suggested that one explanation might lie in the different backgrounds of the people being interviewed. The first two had had a grammar school education and worked on 'white collar' jobs in the firm. The third was a machinist who had joined the firm at the age of 15 straight from a secondary modern school. My manner of approach was too far removed from this boy's experience and I had not had the experience myself to adapt my methods to the people I was interviewing: so all unconsciously I was falsifying the results".

This, I think, is one of the commonest failings of those of us who have to interview a wide range of people to select them for jobs. Experienced interviewers may be able to adjust their manner and approach to suit different sections of the population from the poorly educated to the university graduate, but from time to time even they will flounder in the deep waters of their own ignorance. They will meet someone whose experience and knowledge is quite different from theirs and this will soon become apparent to the candidate, who will cease to feel understood and at ease.

A woman interviewer once supplied me with a similar illustration. Together with another woman she was interviewing candidates for a training course. After their interview each candidate was interviewed by a man. One man they saw had been in the Navy but in a 20-minute interview they could find out very little else about him. When the time came to discuss him with the male interviewer the latter was most enthusiastic; he had no doubts about recommending him for the course. To prove his point he outlined the man's life history, giving many details about his life in the Navy as an ordinary seaman.

Discussing this incident later the two women decided that they had failed largely because their sex had had an inhibiting effect. The man had obviously thought that his experiences in the Navy were not particularly suitable for women's ears.

Not only in an interviewing situation such as this, but also in *all* our dealings with other people, our personality, our attitudes, and even our choice of words affect the response of the person to whom we are talking. This is supported by evidence from several surveys that have been made on the subject of bias. One investigation, for example, was concerned with anti-semitism. In this it was found that the reactions of people to Jewish-looking interviewers at times differed greatly from their reactions to interviewers who did not have a Jewish appearance. Similar results were shown in another survey in which middle class interviewers, sent to test the political views of a working class area, were given a very different impression from that of working class interviewers who were doing the same job. Have you had any experiences similar to these?

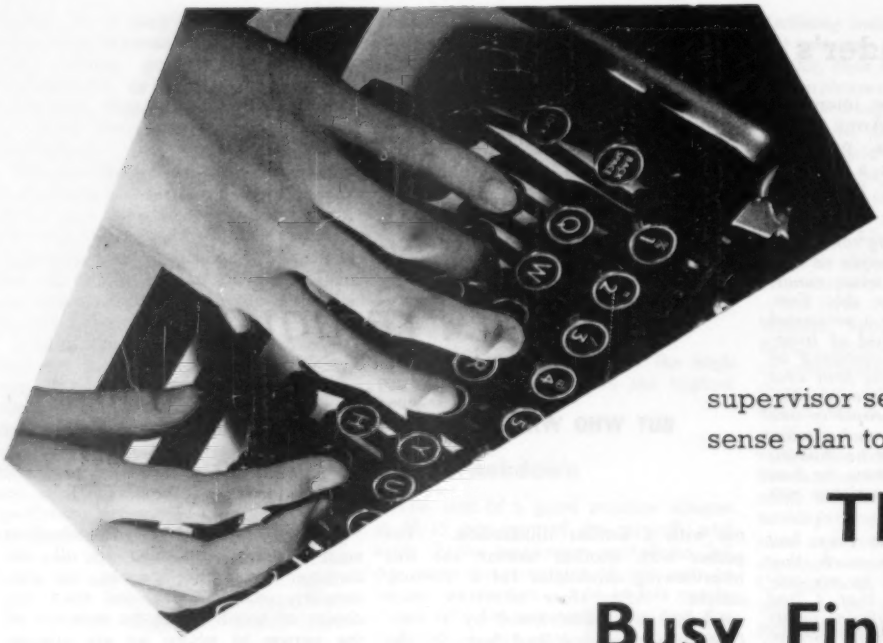
What to do with the Super's Daughter?

FOR the past two months we have been asking some questions about disciplinary problems. We noticed that often a case of indiscipline was caused as much by faulty organisation as by the attitudes and behaviour of the actual culprit. Looking at the problem from this point of view, how would you have acted if you had been in the shoes of this works manager?

One day two members of the staff of his senior superintendent, Mr. Holland (ten years in the post), reported that the whole department resented the favouritism which Mr. Holland was showing to his daughter (who had been taken on as a member of the same department). Apparently she had often been absent for health reasons and her father had signed her in the departmental book as being genuinely sick.

Yet other members of the department had seen her walking about the town; and once she had been seen at a cinema some miles away. It was felt that her father must know about this and was conniving at her wrongdoing. They felt that the works manager should take some action to stop this state of affairs.

What action would you have taken?



A typing pool is part of the production line; it must be efficient. In this article a typing pool supervisor sets out a common-sense plan to ensure that . . .

These Busy Fingers Mean Business

By KENNETH RAWNSLEY

WHAT does your typing pool mean to you? Before you dismiss this as a ridiculous question (you probably have bigger problems on your mind) consider for a moment: is your typing pool tucked away in some remote corner of the firm—a robot-like organism, hammering out letters and invoices, and which is best left to get along by itself? Or do you share the growing acceptance of the typing pool as a logical and vital part of the production line, whose efforts can make or break the links you are forging with your customers?

Whichever way you see it, you probably have similar ideas to your typing pool supervisor. If the supervisor is content to work incarcerated in a twilit cave of inefficiency, he has merely succumbed to a top management attitude which was made only too obvious some years back.

A glance at the supervisor's everyday problems serves to show that he has problems enough to cope with. Shortage of staff, an indifferent team, the "awkward customer" who insists upon priority for his own work, keeping tabs on supplies, the constant progress chasing of work, maintenance of a steady *accurate* output, ensuring that records relating to typewriters and other equipment are kept up to date, dealing with complaints among the girls that work is not being fairly allocated — it is easy to lose sight of the whole job in a welter of irritating details.

But despite these limitations, the typing pool supervisor can still find room to assert himself. When he does, the chances are that those very problems will find a snug, resolvable niche in the general pattern of efficiency.

He can best start by casting a critical eye over the place where he and his team of typists spend their working day. Has its layout been planned to encourage maximum output? The very appearance of a well laid-out typing pool gives an impression of efficiency. More than that; it inculcates a conscious desire to be efficient, in every typist in the pool.

There are certain basic rules of layout, which, however obvious they may seem, are often ignored, yet which are vital to the smooth operation of this kind of office. For preference there should be one doorway so that everyone bringing work in has to come the same way. This cuts down the general traffic from other departments and prevents disturbing interruptions to the work.

The supervisor should be seated as near to the doorway as possible, at the front or rear of the pool. He should have a larger desk than the others, on which a reception basket or tray can be placed. This basket or tray is the most important item in a typing pool. If a large desk is unobtainable the basket should be placed in a corner on a box so that it stands out. The ideal means of access is the "stable-door" system: half of the door opens to allow work to be passed into the basket placed immediately beneath it, while preventing any unauthorised person from entering the room. This is the method employed by many police departments.

If you label your reception basket with instructions to put incoming material on the top of the pile, the

work cannot slip out of sequence. At the same time, the supervisor should regularly sort the work into order of priority. The typists work from the bottom of the pile, and so the work proceeds smoothly.

It should not take the typing pool supervisor long to distinguish instinctively between what really is urgent material and what can be typed as soon as possible. Invoices, accounts, vital statistics and technical reports are given priority. Stock sheets, price lists, correspondence and any material relating to a sales department should be dealt with as expeditiously as possible if one is to avoid a breakdown of the whole organisation.

It is equally important to instruct your typists on the precise function of the "outwards" basket. In my pool it bears a label: "Do not remove work unless it has been initialled by the supervisor". This may appear too obvious to be mentioned, but there is always the risk of half-finished work finding its way into the "outwards" basket, and so back to the department that sent it — with disastrous results. If you are to build and maintain a reputation of efficiency for the pool, everything must be checked before it leaves. Thus, a third basket or tray becomes indispensable — marked "awaiting checking". If the baskets are clearly marked and respectfully used, the typists, and anyone else who comes into the pool, will soon develop a meticulous approach to them and to their work.

The same tidy-mindedness can be brought to bear on seating arrangements in the pool. Desks should be spaced about three feet apart, running the length of the room. This layout naturally depends on the area allowed and the number of typists employed. If the room is long and the number of typists small it is a good idea to space the desks out in two rows. The remaining areas can be used for paper stores, filing cabinets and other equipment.

Draughts should be avoided and the room should be well ventilated, have plenty of light both natural and artificial, and be well heated in winter. For preference, infra-red heaters should be employed: they give a radiance and warmth other kinds of heater lack. Along the wall about 1½ ft. from the top of the ceiling, is the best position; with pivoted mounting, they can be made to cast their heat at almost any angle.

Where electrical equipment such as duplicators and dictaphone machines are used, they should be situated as near as possible to the input cable: some nasty accidents can be caused by people falling over lengths of cable.

Stationery cabinets should be kept in an orderly fashion, and a strict record maintained to prevent borrowing (and consequent misappropriation) of supplies by unauthorised persons. This not only stops pilfering; it helps to ensure that the pool alone is responsible for safe custody. Carbon paper must be stored away from heat. Similarly, stencils used in duplicating should be kept separate from other supplies. All supplies should be stored in one cupboard: hoarding by individual typists can be just as much trouble as pilfering.

Clear the Decks

Every once in a while, when circumstances permit, a systematic clear-out is an excellent idea, making sure that the scrap paper turned out of the desks cannot be used for any other purpose. Anything of a confidential nature should be burned.

And speaking of burning, where smoking is permitted ash-trays should be provided. Ideally, a pail of water should be kept near at hand in cases of emergency; fires can be caused even by non-smokers. Alternatively, a tray of sand is an excellent idea for duty as a cigarette receptacle.

Not all women are smokers, but they are always susceptible to the inspiration of flowers on the window sill. Similar psychology should be borne in mind when you are thinking of repainting the typing pool. Women usually prefer bright colours. In any case, light colours make for more effort.

So much for neat and pleasant surroundings in your plan of efficiency. *Accuracy of output* requires disciplined control by means of work records which are systematically and accurately maintained. No matter how efficient your memory, sooner or later you will realise that a written record *never* forgets. In many cases it is the only protection you have.

You cannot afford to be without a log book, showing the nature of the work, the date it came into the pool, the date it went out, by whom it was checked, from whom it was received and to whom it was sent.

Other records kept will depend on the type of work handled. To ensure that invoices go out on time I have a special invoice code log which helps me to keep check on batches of invoices at any given moment. This not only protects the pool; it also proves of great help to the sales and invoice departments.

The date and time of each batch of invoices should be recorded and each batch marked with a code letter and the numbers of the invoices. It is then easy to check with the log book later if there is a query. In my typing pool all invoices are numbered consecutively and other books marked "invoices", "credit notes" and "commission notes" are maintained. Each book shows the concern to whom the invoice has gone, the date, and the typist.

One other useful record concerns typewriters and other office machines. If the typing pool supervisor is responsible for all typewriters and duplicators in the company, he must have an accurate record. As most large companies have their machines serviced on contract it is essential to ensure that the firm is not paying for services that are not given.

It is a good idea, to save unnecessary rush jobs in duplicating, to build up a stock of forms. Most companies have internal forms duplicated either on a wax stencil machine or a spirit duplicator. At more relaxed moments the typists can build up a stock of stencils and forms and file them in a cabinet.

Fair Dealing

Allocating the work can be a nightmare. But I have seldom found that typists will object provided they know that such allocation is fair and that the supervisor can do the work himself. As a professional stenographer and typist, I always make it my policy to do every kind of job that comes into the pool at least once. Thus, the typists — even new ones to the pool — know that I do not allocate work that I cannot do myself. If it is an entirely new project, I do it. Fair dealing is as essential in the typing pool as anywhere else.

One final point: an efficient typing pool must have first-class equipment. More and more firms are coming to realise this. The best advertisement a company can issue is a well-typed letter, while neat internal records make everyone's work easier. This argument is irrefutable, and can win over even the boardroom, when you submit your plan to fit the typing pool into the chain of efficient production.

Despite a recession, American industry is spending 500-million dollars a year on its house journals to prove . . . .

THE PEN IS MIGHT

THAN THE AXE

THE United States is now in the throes of a hangover resulting from too much post-war boom in all branches of industry. Yet this hangover, more politely termed a recession, has made no marked impression on the number of company publications, either "internal" or "external" which are put out by all the major industrial, financial, and other trading concerns throughout the United States. And, despite the fact that the edge of the economy axe has been whetted, the *size* of the publications has not been reduced, with one or two minor exceptions.

Top Value

This is a clear indication of the value which top management in the States now puts upon these publications: not so very long ago they would have been regarded as one of the first items on which money could be saved whenever some form of retrenchment became necessary.

What, then, does the American businessman expect to get in return for the money he spends upon this form of communication? And does the American internal or external publication differ from its British counterpart? The answer to the first question is, a great deal; to the second, basically it does not differ much, but in the manner in which the material is presented there is a considerable difference.

There are 7,000 company publications produced in the United States, and it is reliably estimated that there are at least a further 2,000 published which have not been listed. From figures which have been carefully compiled, the combined readership *per issue* of these publications works out at no less than 300-million, while a figure of something like 500-million dollars is spent each year in producing them.

All of these 9,000 publications have but one aim—to "sell" the company or organisation which sponsors it, either to employees if it is an "internal" or to the dealers or public if it is an "external".

American publicity methods have conditioned the people of the United States to the bold, frontal attack; indeed, it sometimes seems they have become impervious to anything but the sledge-hammer approach. This attitude is reflected to a very considerable extent in their company publications. To the British eye they appear brash or naïve: to the American, most of our publications seem to lack guts. The proper conclusion to draw from these differences is that each country adopts the method most likely to be effective and make the greatest impact upon readers.

Probably in no other field of journalism is it so necessary to understand — and cater for — national characteristics, as in the field of industrial journalism. The editor must have a clear conception of readership reaction since, as the vast majority of these publications are issued free, his circulation figures give no clue to success or failure. That being so, the British industrial editor (who has to use the more subtle approach if he hopes to do any good) has to employ a far wider range of techniques in presenting his material than does his American counterpart. And this, too, makes for an over-all difference in appearance between the industrial publications of the two countries.

This difference in presentation is well illustrated by a comment made to me in San Francisco by the editor of one of the largest "internal" magazines published in the States: "We want to get significant information to employees, so we try to look as if we are doing just that". It is a good, honest statement, and his magazine showed that he was living up to his theory. That it was one that paid dividends is clear from the excellent management/labour relations in his company.

Such direct methods of telling employees what good fellows the management are would defeat their own ends in this country.

Although America is generally thought of—and likes to be thought of—as "the land of the free," an

By

KENNETH B. SHOWLER

European Area Director, International Council of Industrial Editors
Chairman, British Association of Industrial Editors

examination of a representative cross-section of her industrial publications gives the impression that the American industrial editor is given less freedom in presenting his material than is the case in the United Kingdom. It is very easy to see that the hand of top management has helped (if that is the right word) to wield the blue pencil. Consequently, many of these publications lack any personality, sparkle or original ideas.

One large organisation which publishes about a dozen "internal" magazines or news sheets for its employees in different parts of the United States has compiled and issued a handbook for its editors, setting out in great detail the form and style they should use for practically every conceivable item to be reported or story to be written. True, this editor's "bible" is based on the best journalistic principles, and it ensures that company policy is carefully adhered to, but it does tend to stifle all editorial initiative, and, in general, a rather colourless publication is the result.

Since all industrial publications must, by their very nature, reflect the policy of the organisations they represent, it is right and proper that the editor should be responsible to a very senior member of top management. Realisation of this is very apparent in the United States where, according to a recent nation-wide survey, 26 per cent of all editors who are working full-time on their publications report to the president or executive vice-president of their organisation. This figure is far higher than one finds in this country, where the full-time editor is normally responsible either to the personnel manager, the public relations manager, or the advertising manager.

In theory, this interest in company publications by the really top brass is sound; in practice it often works out none too well. Pressure of top-level problems means that consideration of proofs for the magazine or news sheet has to wait. Deadlines are missed, sometimes hasty decisions are made (and these always err on the side of ultra-caution and therefore dullness); all too frequently the man at the top has no idea of the techniques of printing, and thus is apt to make impossible demands. He also sometimes fancies himself as a writer, and that can be the kiss of death.

When this responsibility is delegated to a senior member of management, as is more often the case in Britain, there is a far greater chance of full co-operation between this official and the editor, and this is reflected in the liveliness—and punctuality—of the publication.

The majority of American universities include journalism in their studies, a thing that is unknown, but much needed, in this country. This means that most editors of industrial journals in the United States have a sound technical background, and it is evident in the magazines or news sheets they edit. A few years ago it would have been true to say that most American house journals, whether of the "internal" or "external" variety were technically superior to those published in the United Kingdom. Happily, this is not so today: most British industrial publications can compete on equal terms with those published across the Atlantic.

Editor's Status

If this state of affairs is to continue, it is essential that the status of the editor should be recognised. It is just as vital that industrialists in this country should give some thought to founding chairs of industrial journalism in one or two of our leading universities. It is an investment that would pay off handsomely.

European Editors talk Industry's Common Language

BUSINESS recession will have no effect on the production and quality of the many house journals of Europe—if 500 European industrial editors can help it. That was the total number of delegates from 13 countries of Europe who attended the Fourth European Congress of Industrial Editors, held in the Hague recently.

Sponsored by the Werkcommissie Personeelsorganen (the organisation which looks after the interests of Dutch house editors), the congress was held under the auspices of the Federation of European Industrial Editors Association. It was, in fact, the first congress to take place since the FEIEA was formed during the 1955 congress in Copenhagen. Two previous congresses were held in Paris (1948) and London (1951).

The purpose and functions of the Federation are: to hold a congress every third year, and to disseminate periodically information which is of common interest to the 13 affiliated associations. One of these is, of course, the British Association of Industrial Editors, and this year its delegation was over 30-strong, led by Kenneth B. Showler, BAIE chairman.

Common Market

This, then, is the European Common Market—of ideas—which, its member editors believe, can make an invaluable contribution to improved human relations in industry. By sharing their common problems, these house

(*continued on page* 33)

Promotion must be worn lightly

Even a minor promotion gives a man power and unless he knows how to use it properly he can ruin himself, cause resentment and unrest among his subordinates and untold trouble to his employer. It goes almost without saying that any means which will eliminate such a risk should be used to the full.

The most effective means comes readily to hand in the shape of 16mm. films from the G.B. Film Library. There is an excellent range available, to hire or buy, which deals exclusively with the problems of Management. Each film demonstrates to men holding authority the personal and administrative problems they have to face, and pinpoints the pitfalls they must avoid.

These 16mm. films are an invaluable contribution to successful personnel relations and should be shown regularly to Management in every kind of Business and Industrial Organisation.

FILM shows the way to successful management

A brief selection of the 16mm. films available on Industrial Management

CATALOGUE NO.	TITLE	COLOUR B/W	REELS	HIRE CHARGE*	PURCHASE PRICE	APPROX. RUNNING TIME
IFC.7050	A Communications Primer	Colour	2	£4.0.0.	Not available for outright purchase	20 mins.
IF.3954	All I Need is a Conference	B/W	3	£4.0.0.	£60.0.0.	30 mins.
IF.3710	First Impressions	B/W	1	£1.0.0.	£14.0.0.	10 mins.
IF.3779	The Inner Man Steps Out	B/W	3	£4.0.0.	£60.0.0.	27 mins.
IFC.7048	Production 5118	Colour	3	£5.0.0.	Not available for outright purchase	30 mins.
IF.3711	Supervise With Care	B/W	1	£1.0.0.	£14.0.0.	13 mins.

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News... Names... Notes

OVERCROWDING DANGER

EX-REGULARS WARNED

THE personnel field is in danger of overcrowding—ex-officers in the Services have been told in Glasgow. So many graduates now see personnel management as a happy hunting ground, that future posts may become scarce. Ex-Regulars should therefore not regard this as a field offering unlimited scope. This advice was given at a course in the Scottish College of Commerce, Glasgow, for the "re-orientation" of serving officers due for release.

Five hints offered the trainees on successful landing of jobs were: to give a full account of service career, to be humble in their approach to job seeking, reasonable on initial salary, tolerant to colleagues and reasonable in pension expectations as against younger men in the firm.

Health on Rails

BRITISH Railways, in their quest to save man hours, have introduced a new medical examination coach to operate in the Eastern Region. Their problem has been in the past that many of their staff have had to travel long distances to be examined at one of the six medical centres scattered in the region. There was a particular wastage of working time in the case of employees working on railway ships operating continental services from Harwich. With the introduction of the new coach which will operate principally at Harwich, men will no longer have to travel to London for their examinations. The coach has been converted to contain four main rooms complete with electric radiators and lighting. It can also be used for purposes such as influenzal vaccination and treatment.

Higher Pensions

THE United Steel Companies, Limited, who employ 36,000 people and were the first to introduce a contributory pension scheme in the steel industry over twenty years ago, are to make a 50 per cent increase in benefits payable under existing schemes without raising employee contributions. The new arrangements take effect on October 4, 1958, when the existing pension benefit will be raised to 1s. 6d. for each year of future service. In addition, the existing pension for service before 1953, which was at the rate of sixpence per week for each year of pensionable service, will be doubled to one shilling.

The decision to make this substantial increase in benefits follows from representations made by works councils—consisting of equal numbers of management and employees, headed by an employee chairman—at the company's various branches.

Safety League

LEAGUE table techniques have helped the Dundee jute industry to achieve considerable improvement in its accident frequency rate. This is the result of imaginative and energetic moves made a year ago by the Association of Jute Spinners and Manufacturers. They invited firms to take part in a safety league contest with positions published at six monthly intervals.

There are six league tables, covering spinning, weaving, finishing, sack sewing, maintenance and other workers. Firms are identified only by code numbers so that each can identify its own performance but not any other. Comparison between the July-December 1957, and January-June 1858 figures shows an improvement of over 8 per cent in accident frequency rates.

Works safety committees have done an excellent job, say the firms, and employees have co-operated fully, but undoubtedly the major impact is the sporting aspect of the league tables. These have proved that in a closely knit industry such as jute, where a large number of firms are located in the same area, the league table system offers definite scope for the promotion of accident prevention.

Year-Round Appeal

THIS year the National Association for the Prevention of Tuberculosis has chosen quite a new design for its Christmas Seals. Instead of pictures to remind us of the festive season, the NAPT Seals show one hundred different spring and summer flowers commonly known in Britain. A key giving the names of all the flowers is available to subscribers on request. The Seals are printed, as usual, in gay attractive colours, and are available at 4s. per sheet of 100, from the Duchess of Portland, DBE, Chairman, NAPT, Tavistock House North, Tavistock Square, London, W.C.1.

Running a Meeting

"IN handling meetings, a chairman cannot run them merely according to procedural rules," say Sundridge Park Management Centre. Realising that nobody is entitled to make such statements without qualification, they have organised a four-day course (December 29 to January 1) on "Running a meeting". Besides including practical demonstrations and time

MR. MUSIC MEETS MISS COMMER

Carol Carr and Eric Robinson share a joke with 19 year old Ann Warren, winner of the 1958 Miss Commer competition. Ann who works in the personnel department of the company's Dunstable plant came to London for a day out after receiving her title.

for criticism, the course will deal with the various types of meeting and the causes of unsuccessful ones.

The course will end with a brief survey of the general problem of communication. It is intended for senior executives and the full programme with an application form may be obtained from the centre in Bromley, Kent.

40th Anniversary

FORTY years of joint-consultation have been celebrated by Heal's of Tottenham Court Road at a dinner-party given to members of the store's four house committees.

Since 1918, Heal's have fostered the growth of their committees to promote smoother working of the various departments and to deal with questions of staff welfare and comfort. The four existing bodies are:

Distributive—to represent the selling departments.

Productive—the mouthpiece of the factory workers.

Management—for the general administration of the offices.

Senior Executive—which receives reports from the distributive and productive committees and acts as a consultative body to the firm's board of directors.

Lady Maufe (director) with Mr. H. Trethowan (honorary secretary of the first joint consultation committee) at Heal's celebration of their "Four-poster" committee.

OBITUARY

Mr. Philip Bradford Niles, a vice-president and director of the Yale & Towne Manufacturing Company, died in New York recently. Although he lived in America, his responsibilities included personnel administration throughout the world. Mr. Niles, who was 56, began his career as a financial reporter for the *Wall Street Journal* in 1922.

NEWS SNAPS

IT HAS TO BE SEEN TO BE BELIEVED. The Fire Protection Bulletin, entitled . . . in One Basket, illustrates what collosal damage has been caused by fires in large premises where there has been inadequate fire-resistant separation. All the examples have amounted to losses of more than £100,000. Also available are three new technical information sheets (Nos. 1010, 3009 and 3010) which deal with fire precautions in timber yards, explosions and ventilation, respectively. These can be obtained from the Fire Protection Association, 15 Queen St., London, E.C.4.

SMALLER COMPANIES are catered for in the new BIM management seminar programme. On December 10, the theme will be the development and maintenance of office efficiency with limited resources, both human and financial. Additional information from Head of Seminar Section, Management House, 80 Fetter Lane, London, E.C.4.

FOOTBALL IN BED—Mr. G. Bentley, stock controller of Batchelors, has a voice which thousands of patients in Sheffield hospitals know well. His weekend hobby is to give running commentaries on football matches which are relayed by loudspeakers and earphones to every hospital.

MIND YOUR OWN BUSINESS—A van driver, employed by Raleigh Industries Ltd., has devised a method of increasing the capacity of the firm's delivery vehicle. Now, into the wage-packets of each of the 7,000 workers goes a leaflet asking them for suggestions to help run the business efficiently.

£500 FROM DUNLOP Rubber Company has been received by the National Council of YMCA as a donation.

EUROPEAN COMMON MARKET—its origins and implications: this is the subject for the 1958 Sir Alfred Herbert paper of the Institution of Production Engineers. It will be given by Sir Cecil Weir, a past president of the institution and former head of the UK delegation to the high authority of the European Coal and Steel Community. Date: December 11, place: Royal Institution, Albemarle St. Tickets from the secretary, IPE, 10 Chesterfield St., London, W.1.

"HOW WHEN AND WHERE to claim benefit" is the name of the revised edition of the Ministry of Pensions pamphlet, *Benefits No. 4.*

NEW YEAR'S HEAVE—The Building (Safety, Health and Welfare) (Amendment) Regulation 1958 will come into force on January 1, 1959. They impose additional requirements affecting the stability and use of lifting appliances, the communication of audible and visible signals for safe loading and the safe working loads of cranes with variable operating radii. The regulations (S.I. 1958 No. 1553) can be obtained from HMSO, price 6d. post free.

WORKERS IN THE MONEY—Prior to attending the AGM of stockholders of Triplex Holding Ltd., 16 workers toured the Royal Mint. They were guests of the managing director and company chairman, Sir Graham Cunningham, who several years ago introduced this policy of inviting works delegates to hear the annual report after visiting a place of interest.

APPOINTMENTS

The Minister of Labour has re-appointed **Sir John Forster,** K.B.E., Q.C., to be president of the Industrial Court for a further period up to December 31, 1960. Sir John has been president since January 1, 1946.

Mr. T. P. W. Norris, lately chief personnel officer of the Vickers Group, has been appointed deputy-chairman of George Kent Ltd. Mr. Norris was previously labour manager of I.C.I. Billingham Division, and a former president of the Institute of Personnel Management.

Mr. John Lewis, art director of W. C. Cowell Limited, and Professor of Graphic Design at the Royal College of Art, has joined the Permanent Advisory Panel of the British Association of Industrial Editors. The members of the panel, which was set up last year, are all acknowledged experts in their own fields of study who have consented to advise B.A.I.E. members on specific problems relating to the production of house journals.

Mr. J. R. A. MacDonnell has been appointed the first full-time general secretary of the Institute of Welfare Officers.

Two new appointments to the British Productivity Council are announced: **Mr. E. J. Hunter,** chairman of Swan, Hunter and Wigham Richardson Ltd., who succeeds Sir William Garrett as the British Employers' Confederation's nominee; **Councillor G. A. S. Turnbull** succeeds Mr. F. T. Jackson as representative of the National Union of Manufacturers.

Industrial Editors' Congress

(*continued from page 29*)

journalists who write in many different languages can speak one common tongue.

As industry develops so their problems grow. This year the series of papers, presented by the different member associations, all pointed to the increasing difficulty of communicating industrial policy to the employee. Long discussions were held on the extent to which house journals should deal with controversial matters.

The views put forward were not particularly revolutionary, and no united policy on the subject was formulated by the time delegates wound up the meeting. The congress is not a policy-making body. But the general feeling of all the editors present could, perhaps, be summed up in the words of Geoffrey Phillips (head of employee publications and community relations at H. J. Heinz & Co. Ltd.) who led the British contribution to discussion in his paper on *The Industrial Editor and the Community*.

"Is it not of some significance that every word of every column inch which appears in these journals is directed, solely, toward the promotion of goodwill and the maintenance of human understanding, instead of ill-will and dissention? If the words which we write in our journals do no more than this, is not that still something highly to commend them? Yet, there are many critics of house journals who decry and deride the predominance of what they refer to as 'trivia' and would have us fill our columns with controversy and contention.

"It would, of course, be wrong to advocate that a house journal should not include articles of substance; it is equally wrong to suggest that if the policy of an organization precludes such subjects, then the magazine is worthless. The industrial editor's task in life is to preach the gospel of goodwill . . . This, and this alone, is good enough reason for the work which he does.

Unless industrial editors regard their work as dedicated to this idea, they will never achieve that spark of sincerity which is the difference between a bright and readable journal and a dull and pedestrian one."

NEW BOOKS ★ NEW FILMS

AN ECONOMIST BRINGS US DOWN TO EARTH

The First Principles of Industrial Relations. By A. E. C. Hare. *Macmillan, 12s. 6d.*

THOSE among us who regard personnel management as a specialised study will, I imagine, be surprised to come across an economist writing a book on industrial relations. Their surprise is out of place, for one very good reason: the author, who is a lecturer in economics at Leeds University, is not over-eager to teach his industrial grandmother to suck eggs.

Although he devotes 75 pages to an examination of our industrial society, the economic position of the wage-earner, and the causes, kinds and signs of discontent, his chapter, entitled, "remedies" takes up exactly 2½ pages.

Personnel pundits may see this as a tactical withdrawal from deep water, but Mr. Hare knows exactly where he is going. "Because we are concerned with the fundamentals of industrial relations", he states, "it would be out of place to offer prescriptions for industrial peace or to concern ourselves with the details of immediate methods of improvement". The chapter is merely an introduction to the three with which he winds up his examination of this troubled industrial world: the contributions which the State, the trade unions and the employer can make *together* to ease our management/labour pains.

He does allow himself some observations on the role of the personnel manager who, he says, "should take responsibility for all aspects of the business which affect labour, *subject only to the over-riding authority of the managing director*" (our italics). He continues: "The personnel manager's work will be found to be more effective the wider is its scope, and he should, therefore, be responsible for the recruitment, selection and training of labour, for conditions of work and welfare facilities, for wages and methods of remuneration, for the safety and health of the workers, for the elimination of grievances and generally for maintaining the relationship between the worker and the firm on a satisfactory basis". Which of us would quarrel with that?

It will be obvious by now that this is not a human relations primer for budding personnel managers, though it has its uses as such. Mr. Hare's "first principles" are the fundamentals of our industrial society, and what each one of us aims to get out of it. His book is a study in diagnostic surgery, probing deeper than the symptoms of strikes and absenteeism, deeper even than the disease of the subsurface conflict, deeper still until he lays bare the inherent weaknesses of Western industrial democracy. The main conflict, as he sees it, is a conflict of freedoms. Destroy these — make strikes illegal, enforce compulsory arbitration, even nationalise more means of production — and you destroy our way of life.

What, if any, is the remedy? The basic one of co-operation between each section of industry, the scrapping of partisan thought; in fact, that old bugbear of the Soviets — "revisionism". But first, the revision exercise — back to the first principles. It is books like this one that make that essential path so much easier to follow.

PUBLISHERS' ADDRESS
Macmillan & Co. Ltd.,
St. Martin's Street, London, W.C.2.

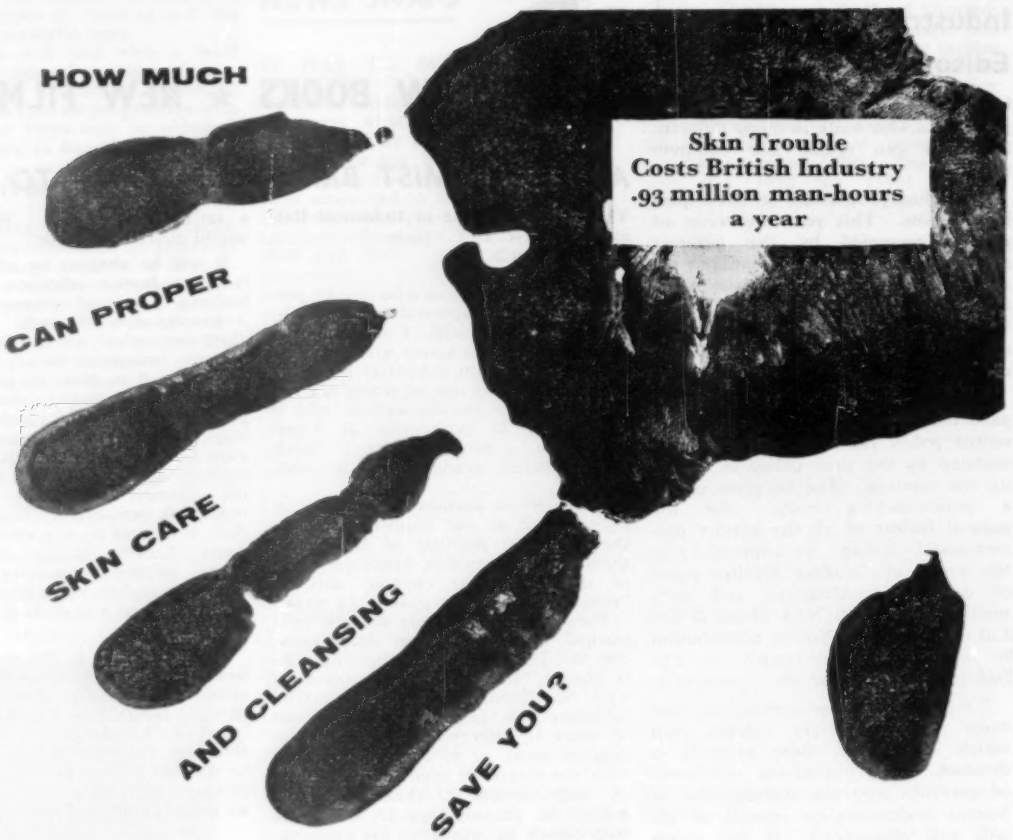
Take Care—Take Stock

THE Central Film Library has added two films to its industrial section:—

By means of a film within a film, and by demonstrating the causes and effects of several typical accidents (including loose clothing, unsuitable footwear, broken ladders and wrong manual and mechanical handling methods), this film drives home the message of its title, **Take Care of Yourself** (UK 1557).

Sponsored by the British Productivity Council in collaboration with the European Productivity Agency, and made by World Wide Films, **A Nation of Shopkeepers** (UK 1529) shows how work analysis and method study can be employed with advantage in all branches of the retail trade. It is intended primarily for small and medium-sized retailers, who will be particularly interested in its demonstration how the cost of changes in layout and method involved can be kept to a minimum.

Both these films can be hired in a 16 mm. version for 15s. for one day, from the Library at Government Building, Bromyard Avenue, London, W.3.



Proper skin care and effective specialised skin cleaners can almost certainly save far more time and money, than you realise. Many widely used contaminants, such as epoxy resins, are not only potential irritants, but also waste productive time by building up on the hands and interfering with dexterity in precision work. It may pay you well to introduce scientific hand protection and effective hand cleansing into your plant with Kerodex barrier creams and Kerocleanse skin cleansers.

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ARRANGE for your technical service representative to call by appointment.
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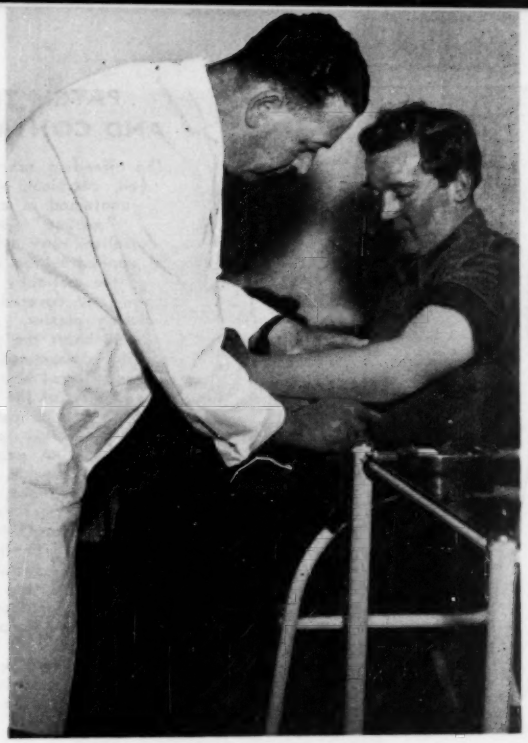

Industrial Dermatitis —the battle we must wage together

By Dr. E. E. LIEBER

Diagnosis is not enough; the industrial doctor, the employer and the employee must all have a hand in this campaign to keep the production wheels turning

INDUSTRIAL dermatitis has been listed as a disease which ranks for compensation under the National Insurance (Industrial Injuries) Act, 1946. This, from the employer's viewpoint, underlines the importance of providing adequate prophylactic measures, and the need for educating the employee in their proper use.

Before we outline preventive measures, it will be as well if we have a clear understanding of the type of the disease encountered in industry. Dermatitis can be classified in three broad groups as follows:—

Contact dermatitis, caused by contact of the skin with foreign substances (including allergenic substances).

Seborrhœic dermatitis, which is characterised by certain clinical features and is probably caused by bacteria or viruses as yet unidentified.

Endogenous dermatitis, which, as the name implies, is probably due to internal causes.

In industry, we are solely concerned with *contact dermatitis*. Frequently, an eczematous reaction appears, following contact of the hypersensitive skin with materials which are themselves quite harmless. Occasionally, however, the substances are toxic to the skin but, because of decreased resistance, the skin is affected by doses which would not normally produce ill-effects. The type of eczema concerned can be seen in cases arising from contact with soap, soda, cement and lime. Very often, however, dermatitis is caused by a combination of toxic materials and an allergic state.

Hypersensitivity can be engendered by prolonged contact with certain substances. It has been known to occur in women after wearing earrings or necklaces containing nickel, and in persons working with oil or turpentine.

Contact dermatitis usually starts at the site of contact with the allergenic substance. In workmen handling such substances the disease first appears on the hands and forearms—sometimes on the face, too, if the material is volatile or is in the form of airborne dust. Eventually the eczema or dermatitis spreads to other parts of the body. But medical science still does not know whether this spreading takes place through the blood stream or whether it is due to a secondary sensitisation to certain bacteria.

Patch Testing. In order to show whether a suspected substance can produce dermatitis in a patient it is necessary to apply a minute quantity of it to a healthy part of the skin. The reaction will not be immediate, but usually appears within 48 hours after first contact.

Although this test appears quite simple, there are certain pitfalls to be avoided and considerable experience is required to carry out the test properly.

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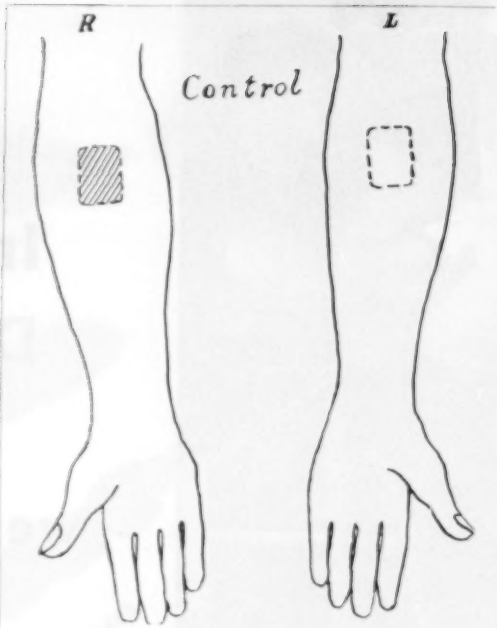

PATCH TEST AND CONTROL

The offending substance (oil, chemical, etc)—contained in a test "vehicle" (saline, vaseline, olive oil)—is applied to the inside of the patient's right forearm, and covered with sticking plaster. After 24-48 hours the patch of skin is examined. A marked, ragged erythema (reddening of the skin) denotes a positive allergic reaction to the substance. A negative reaction is revealed by a small red dot. The patient may, of course, be allergic to the "vehicle" or to the plaster. So a control test is carried out at the same time. Some of the "vehicle" alone is applied to the left arm. Allergy is revealed by a slight reddening of the skin.

A control test is usually done at the same time, since the subject may have sensitivity to the adhesive plaster used to hold the patch in position. This could lead to an entirely erroneous conclusion being drawn from the test of the suspected material.

Diagnosis and Tracing the Cause. The diagnosis of dermatitis is a simple matter. The difficulty arises in tracing to its source the substance which has brought about the condition. When the complexity of the problem is understood it will be appreciated that in addition to the medical knowledge of Dr. Watson, something of the patience and ingenuity of Sherlock Holmes himself is required.

It is important to have a detailed description of the patient's work and the substances with which he comes into contact. It is equally important to assess the possible causes of dermatitis in the patient's home and hobbies.

A man may work during the day in a plastics factory and do gardening at home in the evening or at week-ends: the dermatitis of which he eventually complains to the works medical officer might well have been induced through handling primulas in his garden. Similarly, a housewife may get dermatitis through using alkalis, detergents or floor polish in her home; yet she may also be doing part-time work in a factory and attribute the condition to her occupation there.

Either of these patients may visit a doctor and be given a prescription for some drug (analgesic, resorcinol, methylsalicylate or antibiotic) or an ointment containing balsam of Peru, any one of which might produce dermatitis in a sensitive subject. Dermatitis can also be caused by clothing or cosmetics: the nickel-plated parts of suspenders, the elastic of brassières or girdles, the dye in some furs or leathers, or in cosmetics such as lipstick, rouge and nail varnish.

We can therefore see how vitally necessary it is to take a careful history from the patient, and to ascertain in particular the time when the rash first appeared, what area was first affected and the subsequent distribution. It is also important to know if there are any special features such as swelling of the eyelids, etc., and if there is any improvement when the patient is removed from the environment under suspicion. The effect on other persons similarly exposed and the result of the patch test on the affected subject are questions which must also be taken into account.

(*continued on page 38*)

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Industrial Dermatitis

(*continued from page 36*)

Prognosis. The changing of jobs does not necessarily protect industrial workers against dermatitis. Experience has shown that every effort should be made to keep the patient in his original job—with, of course, suitable precautions.

Industrial dermatitis which is sufficiently severe to require a change of occupation may involve acceptance of a lower scale of wages, and this is not likely to induce in the patient a mental approach to the problem conducive to rapid recovery.

In young men, avoidance of the specific irritant may enable them to return rapidly to normal, but the skin of elderly workers frequently breaks down as the result of prolonged exposure to industrial hazards and an effective cure in such cases can take rather a long time. In some cases, modification of the original work may prevent a recurrence of dermatitis: for example, a joiner may have to avoid handling glue or an engineer may have to make careful use of a suitable barrier cream.

Rules for Employers

Prevention. The most valuable guide to the prevention of industrial dermatitis can be found in the pamphlets issued by the Ministry of Labour and National Service (Forms 330 and 1863). Regulations made under the Factories Acts, 1937 and 1948, specify in detail the precautions which are to be taken to safeguard workers in certain occupations. In addition, however, there are some important general principles to which every employer should give detailed consideration:—

1. The nature of the industrial process being carried on and the substances to which workpeople are exposed—solid, liquid or vapour.
2. The careful design of plant and equipment so as to minimise the risk of operatives coming into contact with materials capable of causing dermatitis.
3. Prospective employees should be patch-tested *as a routine measure* and any person showing a positive reaction should not be accepted for employment in a situation exposed to irritant risk.
4. Applicants who have previously suffered from dermatitis or are already suffering from skin lesions should not be engaged for employment where there is a dermatitis risk.
5. Work places must be properly ventilated and adequate provision made for fume and dust extraction equipment.
6. Protective clothing such as aprons, gloves, etc., should be provided where they can be useful in reducing the risks and *any failure to use such equipment should be made the subject of disciplinary action.*

Barrier Creams Are Essential

7. Barrier creams should be provided. Some barrier creams give protection from contact for a time, but their efficiency may not last for long and a false sense of security can be created. However, although the ultimate medical value of barrier creams in certain circumstances may be doubtful, it is difficult to deny that *failure to provide barrier creams implies that an employer has neglected to take a simple step to protect his workmen.*
8. Washing facilities—warm water, soap and towels—should be within reasonably convenient access to the workers.
9. It is an employer's duty to ensure that his workmen understand: (a) the risks of dermatitis in their particular work; (b) the precautions which should be taken; and (c) that they should consult the medical officer at the first sign of any skin irritation.

If careful attention is given to these points the risk of claims being made against an employer will be reduced to a minimum.

The conclusions to be drawn are as follows:—

Dermatitis is a problem which must be viewed from several angles, those of the employer, the employee and the doctor.

It is not enough to make a diagnosis of dermatitis. Every effort should be made to determine which substance is the cause of the trouble and why the particular patient has been affected.

Before a change of occupation is considered it must be confirmed that there is a true allergic sensitivity.

WINTER SPORTS

FOR most, this year's holiday is nothing more than a memory. But for some of the staff the pleasure must be yet to come. In this connection the Central Council of Physical Recreation is preparing for the 1958/1959 ski training expeditions to Norway and Switzerland. The cost ranges from £35 depending upon the size of the party, the duration of the holiday (from 11 to 15 days), and the mode of travel. It is designed for those who have no previous ski-ing experience and further details may be obtained from the C.C.P.R., 6 Bedford Square, London, W.C.1.

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What's going on in

CATERING TODAY

★ AN INFORMATION AND ADVICE BUREAU FOR CANTEEN MANAGERS

How to beat— the Clock . . .

STEAKS on the menu? That sounds like a tall order for the already harassed canteen manager, but it is possible to fit a small infra-red grill to the service counter for the purpose of cooking dishes such as grilled chops or steak. It is claimed that such a device can produce about 350 steaks an hour. It has a 3,000-watt load and is capable of the following cooking times:—

Steak: 45-60 seconds
Bacon: 10-20 seconds
Liver: 30-50 seconds

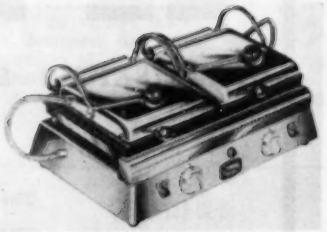
and toasted sandwiches in 90 seconds. Where there are a lot of people to be served it is better to have some portions already prepared before the big rush begins.

. . . the Steak

HOW do you tenderise your meat? It has long been accepted practice for the cook to hammer the steak with a heavy piece of wood. This renders it more digestible by breaking down some of the connective tissue. This time-honoured ritual has now become a mechanical one—performed by a gadget known as a *tenderiser*. It is certainly more efficient and effective. But it would be asking too much for it to transform the most sinewy piece of meat into a succulent steak. Properly used, it will, by its rolling and squeezing action and stainless steel blades, produce steaks of uniform thickness *and of apparently larger size than before they entered the machine.*

There is something eminently satisfying about grilled meat, especially steaks, when considered with their natural trimmings which make them irresistible. It would seem that the greatest drawback to the popularity of grilled meat is the high price. In addition, only a few cuts can be grilled as the more sinewy the meat and the greater the amount of connective tissues, the less suitable they are.

Grilling requires a sudden, fierce heat and only the prime cuts can be cooked by this process. For some years the Americans have marketed a variety of appliances purporting to be tenderisers. Their primary objective has been to make the cheaper cuts more acceptable for grilling. The success of these machines has been proved by the sales figures but, as with all mechanical devices, you have to follow the instructions to the letter. Even in these enlightened days it is not possible to weave straw into gold.



The Majestic infra red grill will cook up to eight steaks at a time. Magicook Appliances Ltd., Shirland Mews, London, W.9.

Spur adjustable shelving system is used as the basis for the open storage in the new £160,000 welfare block built to accommodate over 1,200 workers at the Ashburton Chemical Works in Manchester. A common kitchen and associated preparation rooms serve an adjoining cafeteria which caters in two sittings for 800 workers. They also produce meals for the staff restaurant and separate cafeteria. These have two sittings —one of 160 and the other of 256 persons. There is also a directors' dining-room, planned to seat 18 people.

◀ OPEN AND CLOSED ▼

Two new kitchen aids in the Sky-Line range: the Miracle Screw Cap opener (illustrated) which, in three simple movements, loosens the stubborn caps on bottling jars. Price: 4s. 11d. Also available is a new measuring scoop for dry goods. Level full it serves as a ½-cup measure which can be left in the bin or hung up with other kitchen tools. Nickel-plated with a hardwood handle it costs 2s. 6d. Both are products of the Prestige Group Ltd., 14-18 Holborn, London E.C.1.

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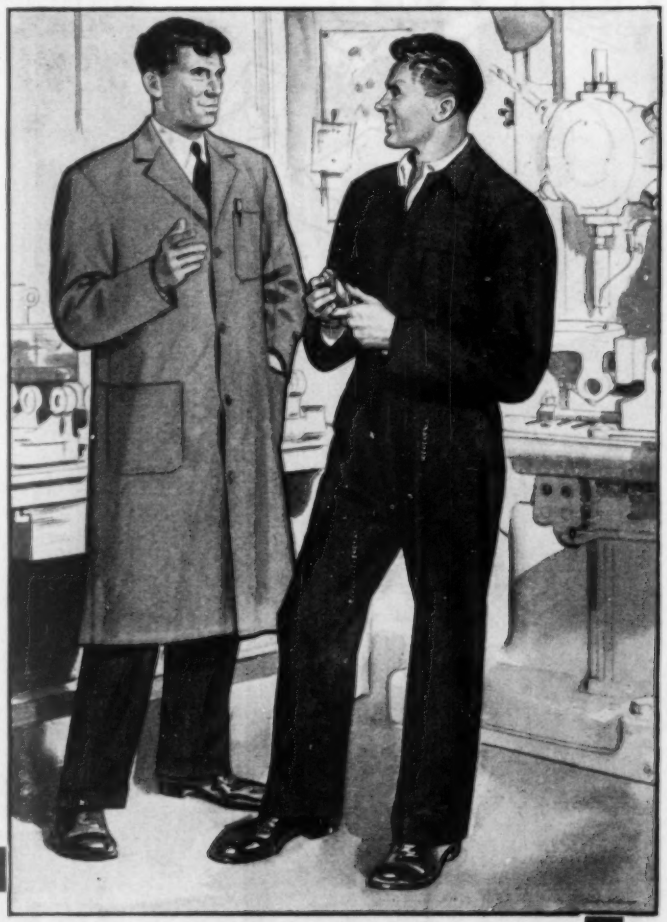

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Weave Fibres and Fashions into Your Overall Plan

By N. T. FREEMAN

Personnel Officer, British Titan Products Co. Ltd.

TIME was when the provision of overalls for workers was a simple matter. Either you did, or you didn't. Then came the time when, mostly, you did. This was followed by the period when, not only you did, but you had to be pretty choosy about the kind you provided.

A friend of mine decided after some thought to equip his office cleaners with overalls, at some expense. He chose a good, serviceable khaki drill, gave a sample to his forewoman cleaner, asked her to show it to her minions and report back with the requisite sizes and possibly (he secretly hoped) a few minor expressions of gratitude. She duly handed in the sizes with the comment: "The cleaners say they don't want those khaki things—they want some decent coloured ones".

Employees (women, especially) are growing more fashion-conscious every day—my friend in the anecdote would say, fastidious—and it is essential to bear in mind that we are dealing with clothing for workers, which is intended not only to protect (in the sense of keeping them clean) but also to improve appearance. Most manufacturers, it seems, are wide awake to this trend.

Since 1952 a whole new range of fabrics made up from synthetic fibres has come on to the market. At first extravagant claims were made for some of these fibres, and many buyers were induced to spend large sums of money on equipping employees with clothing which proved far less successful than they expected.

In the early days manufacturers of new man-made fibres on both sides of the Atlantic were engaged in a race to be the first to market their products in quantity for clothing purposes. The buyers looked on with some eagerness and anticipation, completely unaware that, irrespective of the winner, the purchaser would have some pretty formidable laundering and other problems to overcome. These difficulties have now, in the main, been removed; or, alternatively, we have learned to use new materials in such a way that the snags are not so important.

It will be profitable to examine the more popular materials available that are made up from both natural and man-made fibres, and to attempt a concise assessment of the merits of each.

Rayon: This is, of course, a pre-1950 material, though it is man-made. Viscose and cellulose acetate, which differ in many ways, are nevertheless normally referred to as "rayon". Neither material is as strong as cotton of equal weight, but they are both closely akin to it in wearing qualities. They launder well, have a bright and cheerful appearance and, when specially treated, are highly crease-resistant. Viscose is susceptible to attack by acids and cellulose acetate readily develops static electricity—an important property when the material is worn in certain locations. Nevertheless it is a good economic material which has many applications.

Cotton: When assessed side by side with the newer fibres, cotton's greatest single asset is its washability. Where sterilized overalls are necessary—as in a pharmaceutical factory, a hospital, a works medical department or canteen—this material is outstanding and its appearance is, of course, excellent, particularly when treated for crease-resistance. It has a fairly good resistance to abrasion but does not compare with many synthetics in this respect.

Its cheapness makes this a most economical material for overalls in an engineering works, for example, or any other location where corrosives are not likely to be present.

Linen: Although from a different source, linen has many of the characteristics of cotton and is of even better appearance.

Wool: Another low-cost material which has limited application for overalls. Its chief assets are its warmth and pleasant "feel", its ability to absorb perspira-

Four of the Sketchley long coat models used by the makers in their head offices Sketchley Dye Works, Fox Grove, Old Basford, Nottingham.

Harrimonde overalls are here modelled by girls who work in their Brighton factory. Left, nylon button through with slant pockets; Centre, three-quarter sleeves and zip-front (available in white only); Right, "Patricia" Terylene overall-dress with permanent pleats and drip-dry. Harrimonde Ltd., 26 Charlotte St., London, W.1.

The "Crossover" boiler suit, produced in white drill, has no buttons. This eliminates the possibility of loose objects getting into preparations and is more suitable to the food and allied trades. Wood, Harris & Co. Ltd., Halifax.

tion and to prevent the passage of dust. It is not easily washable.

For uniforms it maintains its place as one of the very best materials available.

Nylon: This man-made fibre is probably the best of all for "handle" and is of first class appearance. It has certain laundering disadvantages, common to all synthetics, which will be discussed later. Extremely strong, particularly as a high tenacity continuous filament, it has a resistance to abrasion probably greater than any of the newer fibres, is crease resistant but has a fairly low sticking and melting temperature.

One particularly good use for this material in my experience is for waitress's uniforms with detachable collars, cuffs and aprons.

These can be washed daily in luke-warm water and replaced ready for wear in a very short time. No ironing is necessary.

Terylene: One of the most widely used materials for laboratory coats and overalls in corrosive locations, it has not quite the pleasant "handle" of nylon. Extremely resistant to abrasion, its relatively high first cost is offset to some extent by longer life, but it is not economically sound to use Terylene in place of cotton in factories where grease and dirt (for example) are the only contaminants to be encountered, and it is not easy to clean in these circumstances. Its permeability is another disadvantage. Still, Terylene possesses many fine qualities which make it a desirable and economical material in many locations, and when mixed with wool it provides a first-rate crease-resistant material for uniforms.

Dynel: This material is similar in many respects to Terylene made up from staple fibre, and is of even greater value in corrosive locations. It wears well and has good resistance to abrasion, but is difficult to launder and is particularly liable to shrinkage, even at fairly low temperatures. The makers have devised a laundering technique which is said to give excellent results but which, if followed, would add very considerably to laundering costs.

More to Clean

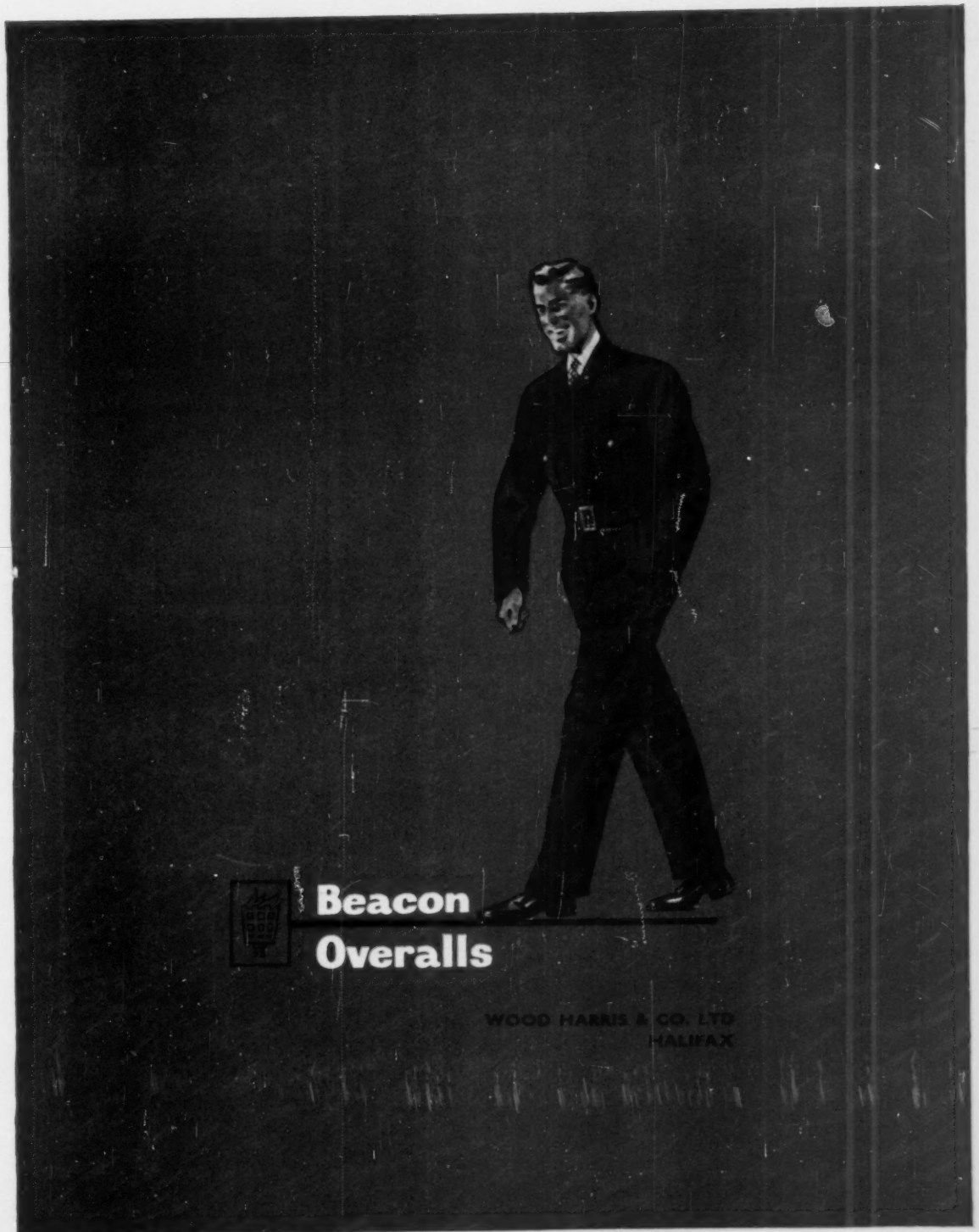
Courlene, Courlene X3 and Courtelle: These are very new fabrics, all from the same stable, and the writer has little experience of their qualities. It is claimed that they have good appearance, wearing properties and resistance to abrasion. An examination of a sample suggests that the open weave would readily admit particles of dust and direct splashes of liquor. Their development is worth watching.

Before deciding on the best material for a specific purpose we must consider laundering properties; it is here that man-made fibres pose a fairly large question mark. Simply, the difficulty is that cotton, for example, will withstand very high temperatures whereas fibres such as Terylene, nylon and Dynel have a relatively low danger temperature, above which they soften, fuse and even melt. The only really satisfactory method yet known of removing soils (as distinct from stains) is by boiling. But it is unsafe to boil most of the man-made fibres, so it has to be accepted that the user of these fibres must be content with a lower standard of cleanliness than if he uses cotton.

Although this is sometimes disputed by the manufacturers of man-made fibres it is quite definitely the experience of the writer.

A reasonable standard of cleanliness can be obtained by soaking garments

(*continued on page* 47)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Your Overall Plan

(*continued from page 44*)

for twelve hours in a 10 per cent sodium metasilicate solution at room temperature, followed by washing with soap and sodium metasilicate at about 150° F. Very greasy clothing does not respond satisfactorily to this treatment and an alternative tried by the writer was a one-hour soak in 5 per cent caustic soda solution at 100° F., followed by rinsing and washing as above.

The British Launderers Research Association has devoted a great deal of time and trouble to the problem of satisfactory laundering of these new fibres, and the fact that no great progress has been made is in no way due to a lack of effort on their part. Nevertheless, one cannot help but feel that they are rather ignoring the facts of life by stating, for example, that Terylene cleans better than cotton because dirt is normally unable to get beneath the surface of this particular fibre. In the experience of the writer this is simply ignoring the facts—as any launderer will verify, who has had to deal with numerous complaints about unsatisfactorily washed Terylene coats.

Stains on synthetics are also a problem. As a general rule, prompt attention is the answer: if they are allowed to dry and concentrate, their removal is, to say the least, fraught with difficulty.

I suggest that users of industrial overalls should ask themselves the following questions before deciding on a material:

1. Are there any circumstances peculiar to the part of my factory where the overalls are to be worn: is it dusty, is sterilization necessary, is the atmosphere corrosive, is it necessary for workers to look particularly smart for prestige purposes?
2. What laundry facilities are available in the neighbourhood? Has a local laundry any experience in the large-scale washing of synthetic materials?
3. Are there any factors other than normal wear which will affect the life of overalls?

Consultation of the makers' necessarily brief assessment of the qualities of various fibres should then help you to make a choice. One final point: having made this choice, it is well worth while to devote a little time to keeping (and periodically examining) records of the life and performance of garments.

December Diary for Management

BURTON MANOR (Burton in Wirral, Cheshire)
8-19 Supervisory management. Economic and industrial history, industrial and human relations, written and oral expression.

COLLEGE OF PRODUCTION TECHNOLOGY (Great Chart, nr. Ashford, Kent)
1-5 Office Methods. Five-day residential course.
8-12 Foremanship. Five-day residential course.

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2-4 Seminar on group leadership.
15-16 Wage administration and incentives.

INSTITUTE OF INDUSTRIAL SUPERVISORS
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5-7 **Buxton.** The practice of supervisory management.
12-14 **Stratford.** Human relations.
12-14 **Bridge of Allan.** Work study for supervisory management.

INSTITUTE OF PERSONNEL MANAGEMENT
1-5 Non-residential course: statistics in personnel management.
16 One-day discussion meeting for senior personnel managers.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY
8-10 Psychological problems in inspection work.
19 Trained interviewer's conference.
29-Jan. 2 Vocational guidance course.

POLYTECHNIC (Department of Management Studies)
1-15 The social skills of management.

RESIDENTIAL COURSES FOR GIRLS (30 Devonshire Street, London, W.1.)
6-13 **Avon Tyrrell, Hampshire.** Course for secretarial and office employees.

SUNDRIDGE PARK MANAGEMENT CENTRE (Bromley, Kent)
18-20 Three-day residential course for senior executives. Work-study techniques.

URCHFONT MANOR (Devizes, Wilts)
1-11 The human factor in industry. Eleven-day course for foremen, chargehands and union representatives.

November Stop Press

BRITISH INSTITUTE OF MANAGEMENT
26-28 National Conference at Brighton. The Challenge of Change.

UNIVERSITY OF BIRMINGHAM (Institute of Engineering Production)
10-21 Residential executive course on organisation and methods.
24-Dec. 5 Residential executive course on production planning and control.

OFFICE MANAGEMENT ASSOCIATION
23-28 **Claeton.** Five-day residential course. Handling people; co-operation and communication; planning, delegating and inspecting and job grading and training.

OSMOND TURNER MEAD ASSOCIATES (28 Little Russell Street, London, W.C.1)
10-11 Successful speaking for higher level management.
17-21 Management communications No. 1 for higher level management.

EXHIBITIONS, CONFERENCES, Etc.
41st Medical Exhibition. Royal Horticultural Society's new hall, Westminster. November 10 to 14.

Public Works and Municipal Services Congress and Exhibition. Olympia. November 10 to 15.

First Electronic Computer Exhibition and Symposium. Olympia. November 28 to December 4.

Adapting to Change

THE BIM—Polytechnic Executive Programme has been welcomed by many British organisations and the 1958 residential session is now drawing to an end. The next session starts on February 2.

The course is designed to give managers the opportunity to practise skills in a very broad setting. It will stress the importance of seeing each technical and administrative function as a contribution to the effectiveness of the whole organisation. Major theme will be the need for adaptability to change; the aim is to develop the executive's capacity to deal with situations of this nature.

Full details for the courses (February 2 to 27; April 13 to May 8; and November 9 to December 4, 1959) can be obtained from the Director of the Executive Programme, Department of Management Studies, St. Katharine's House, 194 Albany St., London, N.W.1.

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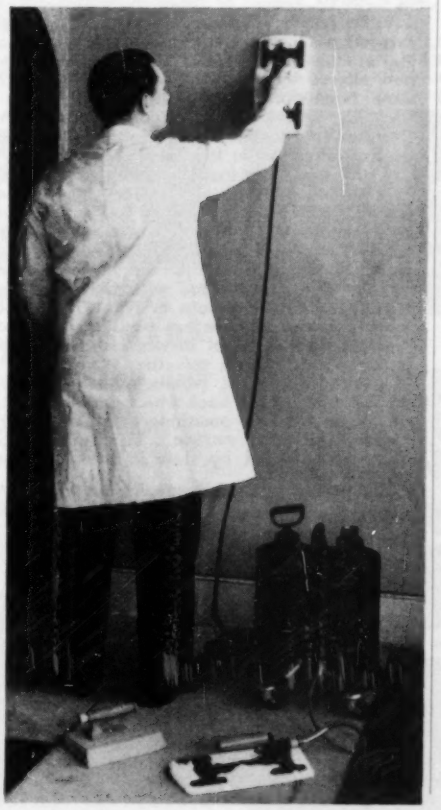

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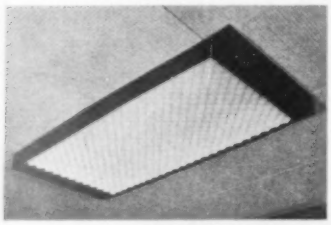


control gear is contained at both ends of the fitting which has detachable end plates to assist maintenance and to facilitate the removal of the louver or the diffusing panel.

Fixing (at 18 in. and 42 in. centres) is by four holes providing suspension points for ceiling fixing or conduit. Cable entry with 2 in. diameter fixing slots is located centrally with adjacent terminal block and earthing screws.

A.E.I. Lamp & Lighting Co. Ltd., Melton Road, Leicester.

AUTOMATIC ECONOMISER

AN increase of 7½ per cent in boiler efficiency has been achieved over manual firing with a new, completely automatic electrical control system installed in the British United Shoe Machinery's factory in Leicester.

One advantage claimed for this type of control is its versatility and adaptability to any type of boiler or firing appliance. The whole control instrumentation is contained in an illuminated panel situated approximately 20 feet from the front of the boilers. A master steam pressure controller is connected to the common steam header and sends pulsed signals to individual combustion controllers which regulate the coal feed and air flow to each boiler. Manual control for increasing or decreasing the heat regulation at will is obtained by switches on the combustion controllers.

It has been calculated that the cost of installation can be met by the economies derived from six months of operation. Further reductions in waste in factory process equipment are claimed by virtue of the maintenance of a constant steam pressure.

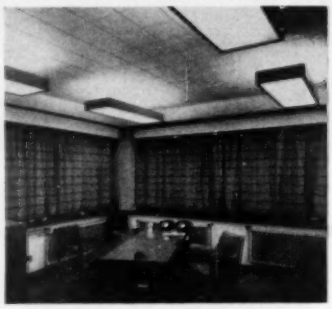
Kelvin & Hughes (Industrial) Ltd., 2 Caxton Street, London, S.W.1.

LIGHT SCREENED

THE reduction of apparent intensity of light source, while maintaining a high level of general illumination is the object of a lighting scheme installed in the new London offices and showrooms of IBM United Kingdom Ltd.

The general and private offices are illuminated to a level of 25-lm/ft.^{2} by specially designed fittings, each housing two Osram 4 ft. 40-watt tubes. Special features are the use of colour and the particular regard to deflection of convection currents. Vinyl plastic sheet diffusers screen the light sources in the fittings near the windows from the view of passers-by.

In the showroom where a high level



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A NEW range of four Nightstor heaters is announced by G.E.C. Providing efficient and smokeless heating at the economical off-peak rates now offered by area electricity boards, these Nightstors seem highly suitable for all industrial or commercial premises, particularly those subject to smoke control under the Clean Air Act.

With respective loadings of 1 kW., 1½ kW. and 2¼ kW. (two versions), the heaters incorporate modern styling, light hammered bronze finish and fully-protective guard. The individual depth of three of the heaters is only 11⅛ in. compared with 14⅛ in. required for the previous design. This reduction in body size has been made possible by the use of denser material in the manufacture of the storage blocks and element panels, and the provision of a false back which enables the heaters to be positioned flush to the wall or other surface. This false back is ventilated by slots in the lid of the heaters. Maximum flexibility is given to the range by the provision of a fourth heater (one of the 2¼ kW. versions) which is of narrow width (25⅛ in.). Even here the over-all depth has been kept to only 16⅛ in.

A great deal of thought has been given towards easier installation, and has resulted in a simplified method of cable entry and a removable terminal block which saves time in mains connection.

A standard heat storage block is used in all models and the same element panel is employed throughout. All models comply with the British Electrical Development Association's recommendations of November 22, 1957.

Prices: HO.6310—1 kW., £11 10s.; HO.6315—1½ kW., £15 2s. 6d.; HO.6320—2¼ kW., £20 10s.; HO.6321—2¼ kW., £20 10s.

General Electric Co. Ltd., Magnet House, Kingsway, London, W.C.2.

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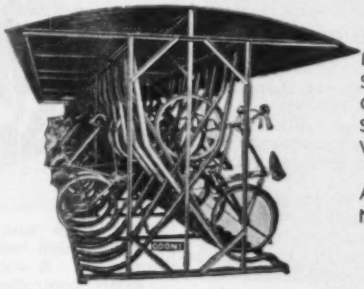

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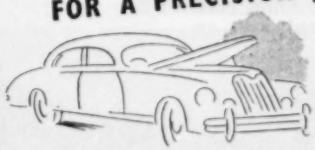

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Dainite Mills, Market Harborough. Tel: 2274 5 6

of illumination is desirable, 100-125 lm/ft.² is produced by recessed louvred tungsten ballast fluorescent fittings. By normal switching arrangements this intensity can be reduced to a general level of 50-55 lm/ft.². Thus, glare is eliminated without having to sacrifice the high intensity of light.

G.E.C. Co. Ltd., Magnet House, Kingsway, London, W.C.2.

KEEPS COLD OUT

A NOVEL double-door system has solved loading and unloading problems at the works of Coburn Engineers Ltd., Peasmarsh, Guildford, Surrey.

As the picture shows, there are four doors, two on top and two underneath. When workers enter or leave the building, only the bottom doors are opened. When large lorries enter, all four doors are used.

It is in winter, of course, when the value of these double doors is realised. If there were only large single doors, the heat loss from the building, each time personnel or small trucks entered, would be tremendous.

Total height of the doors is about 14 ft. There is no danger of top draughts coming through the top doors,

as these will not open unless the bottom doors are opened. The gear which carries the doors has been designed for easy operation.

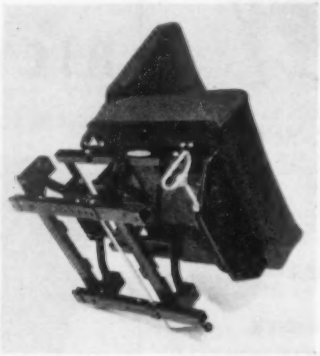
Coburn Engineers Ltd., Peasmarsh, Guildford, Surrey.

Welfare

SMOOTH RIDER

THE human body was not built to withstand the shocks and jerks that a lorry driver gets when he takes his vehicle over rough roads and terrain. Add to these the normal vibration frequencies of the vehicle itself and you have a contribution to fatigue and sickness—plus a severe jolt to road safety. In an attempt to provide some answer to the problem the "Leveroll" Level Ride has been designed to provide a smooth ride for the drivers of heavy vehicles. The makers state that improved comfort is afforded under all conditions.

Research and experience have produced this new seat which consists



of levers and linkages working in conjunction with two rubber torsion springs. A wide adjustment, which is easily controlled from the seat, compensates for the difference in weight of individual drivers. The suspension is also provided with fore and aft adjustment in the form of double-locking slides which are operated by a handle on the left-hand side. This would seem to have it own appeal to drivers of differing heights.

Complete resistance to shock on heavy vehicles operating over extremely rough country is not claimed, but an extra shock-absorber unit can be supplied.

A. W. Chapman Ltd., Ranelagh Gardens, Fulham, London, S.W.6.

SURGICAL INCINERATOR

THE Sugg "4000" large size gas incinerator has sufficient destructive capacity to dispose of waste from a 30-bed surgical ward at the rate at which it is being produced during peak dressing time. It is fitted with an automatic timing device by which the gas burner is ignited when the door is opened and is automatically shut off after a period which can be adjusted to suit the load. The combustion chamber is sheet steel lined with firebricks at the back and sides, cast iron crown and bottom bars.

The total capacity is 1,500 cubic inches and over-all dimensions are: height 43¾ in., width 16½ in., and depth 18 in. The outer cover is in white stoved enamel, the door is in white vitreous enamel and the base in black stove enamel.

William Sugg & Co. Ltd., 67-73 Regency Street, London, S.W.1.

FRAGRANT DISINFECTANT

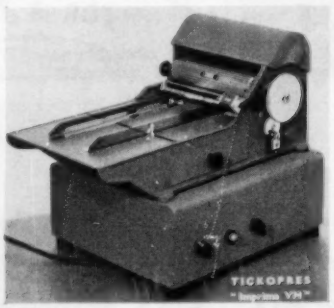
A NEW disinfectant is announced which, claim the makers, "combines a pleasing, long-lasting flower scent with the highest possible germicidal and bactericidal efficiency." The standard test has proved the product to be four to five times more powerful than carbolic acid but, despite its strength, the new product is non-toxic and non-corrosive and does not harm hands or any other form of living tissue. It is intended for general use in industry and a special panel, which included factory workers, chose its floral fragrance.

Teals of Ipswich, Howard House, Ipswich, Suffolk.

Efficiency Aids

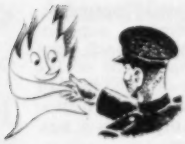
RAPID PRINTER

THIS new high-speed overprinter, the *Tickopres (Imprima) VM*, enables labelling items, record cards, small bags and collapsible containers to be printed or marked at the rate of 6,000 impressions an hour on surfaces



as varied as paper, card, film, fabric and metal. Powered by a 240-volt motor (A.C.) it allows the operator both hands free for feeding single items of from 1½ in. square to 6½ in. x 5⅝ in. Standard type faces in 8 to 18 point.

Your steady watchman can be



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(and the burglar's !)

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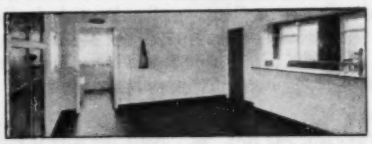

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BILSLAND DRIVE MARYHILL GLASGOW

metal plates, rubber stereos and slugs are used. The machine takes up little space in a workshop or office, its measurements being 19 in. x 13¾ in. x 15¼ in. and its weight about 60 lb.

Dapag Ltd., 7-8 Old Bailey, London, E.C.4.

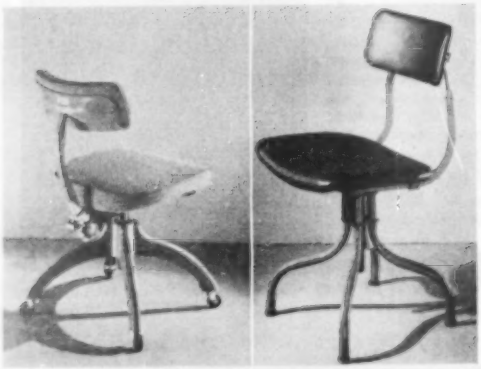
Office Aids

SITTING PRETTY

TWO new chairs for use in the office were shown at this year's Business Efficiency Exhibition. The Poisemaster, which matches the makers' existing range of executive seating, is designed to give complete support, being adjustable both in back rest position and in working height of the seat. Meant primarily for office staff whose work necessitates a high degree of comfort, the seat incorporates a new foam rubber cushioning.

For more general purposes the Model V.44 is equipped with an oversize seat and large back-rest. Comfort is not neglected although only the seat height is adjustable.

Tan-Sad Chair Co. Ltd., Lincoln House,, 296-302 High Holborn, London, W.C.1.

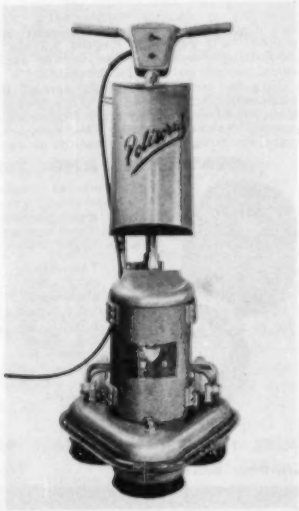


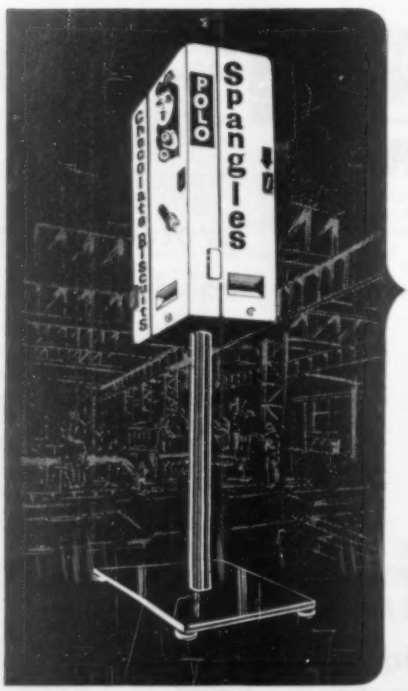
Two new office chairs: left, the Poisemaster which matches the existing Tan-Sad range of executive seating; right, the Model V.44 general purpose chair with adjustable height only.

Cleaning

DUAL PURPOSE MACHINE

FOR office, canteen, factory—in fact, for any place where large areas of space need cleaning, the Poliscrub electric floor-cleaning machine is ideal,





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INDUSTRIAL CATERING DIVISION, WETHERBY, YORKSHIRE, ENGLAND.

Dept (C) Telephone: Wetherby 2493. Telegrams: "Candivend" Wetherby.

say the makers. It is guaranteed for 12 months and costs £65. Although the task it performs is a heavy one, the makers have taken care to ensure that women can use it without strain, by means of a device which adjusts the pressure of the three brushes. The handle height can also be adjusted to suit the operator.

There are, in fact, two models of the machine — a single-purpose polisher and a combined polisher and scrubber. If required, however, the former can be readily adjusted for scrubbing by the addition of a galvanised tank. Initially, the combined polisher and scrubber is supplied with one set of three brushes each for both jobs. Replacements are easily fitted, although the manufacturers do provide a maintenance service at a fixed nominal charge, which includes regular visits by the makers' representatives to examine and clean the machine.

Because of the exceptionally large amount of work the machine will normally be expected to do, it has been designed sturdily to withstand frequent and heavy use. All working parts, including the motor, are completely protected against accidental knocks and against damage by the solution in the tank of the combined machine.

Resco Machines Ltd., Wycombe House, High Wycombe, Bucks.

Handling

SIMPLE LIFTING

THE *Lodematic* goods service lift has been developed to make work simpler in stores, warehouses and factories—wherever packaged goods have to be moved from one floor to another. The range of packages which can be handled by this lifting equipment, the makers suggest, covers shop stores, bullion, ledgers and light goods.

Claimed to be cheap to install, the *Lodematic* is available as illustrated, or as a complete unit with prefabricated enclosure and mains switching service door. The height range is up to 12 feet, and it can be supplied either free-standing or for wall fixture. The power unit and control gear are contained in the base, ready for immediate connection to the mains supply.

The compact telescopic construction allows easy movement into position and, the makers add, little electrical and constructional work is needed. It requires very little disturbance to joists, shop fittings or building fabric.

Lodematic Ltd., Clitheroe, Lancs.

MOBILE STORAGE

THIS novel drum storage device is designed to allow drums to be stacked up to five tiers high, with a fork lift truck. Each drum is securely cradled and the forks are always safely positioned under the load during stacking operations. The units are made of lightweight tubular steel, for use indoors or outdoors, and can easily be

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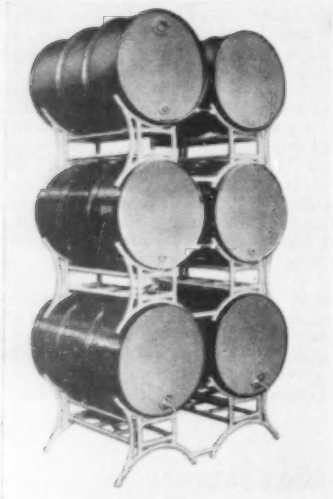


carried by one man. They are completely adaptable and mobile; no permanent fixtures are required.

Complete safety is claimed for the device—there is no danger from slipping, as there is in pyramid stacking. It is possible, too, to draw off the contents via the end bungs, if required.

Powell & Co. "Drum Master" Products, Burry Port, Carms., South Wales.

Canteen

FRY IN A FLASH

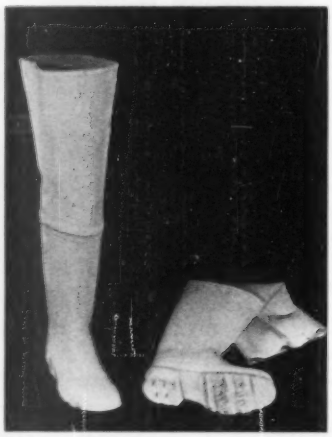
THE Valentine Combi fish fryer, the makers claim, can supply in large or small quantities as the occasion requires. Designed to meet a high demand, it has a minimum capacity of 150 pieces per hour. Alternatively, its high-speed frying enables the canteen to serve a minority yet, at the same time, to operate economically.

Another model, the Cantine 2, has twice the capacity. Both are ultra-modern in appearance and are said to be easy to clean.

Valentine Equipment Ltd., 231 Green Street, London, E.7.

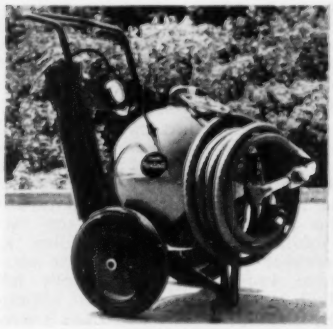
Safety

ROOMY BOOTS



The "Sea Rover," a new three-quarter length white sea boot with cleated soles and reinforced wide tops, is announced by Dunlop Footwear Ltd. The boot, which is safe, roomy and tough, is ideal for use on deck or on the quay. It retails at 73s. 9d. and is available in sizes from 6-12.

ONE MAN OPERATION



Amongst a range of Foamite fire extinguishers exhibited at last month's International Motor Show was this "Fireball" 150lb. dry chemical mobile extinguisher. It can be operated by one man to deal with petrol, oil, paint and electrical fires, and is produced by Tecalemit Ltd., Plymouth, Devon.

★ SCOTCHLITE A CORRECTION

IN our September issue, under the heading — Always Readable — we published details of the Scotchlite safety signs which incorporate Scotchlite reflective sheeting. The makers' name was given as Minnesota Mining and Manufacturing Co. Ltd. We have been asked by **D. M. Reflective Products,** 87-89 Edmund Street, Birmingham, 3, to point out that they themselves manufacture these signs, as the official convertors of Scotchlite (which is, of course, a 3M product).

New Lists and Addresses

The executive offices of Kelvin & Hughes Ltd. (makers of industrial, marine and aviation instruments) have been transferred to new premises at Empire Way, Wembley, Middlesex. Tel.: WEMbley 8888.

Vickers-Armstrongs Ltd., Vickers House, Broadway, Westminster, London, S.W.1, have published a special illustrated booklet devoted to their new range of industrial shelving.

Northide Limited, Impervia House, George Street, Hyde, Cheshire—distributors of protective gloves and clothing—have opened new premises in Scotland. Address: 608-14 Argyle Street, Glasgow.

D. Matthews & Son Ltd., shop, office and hotel furnishers and business equipment manufacturers, 61-63 Dale Street, Liverpool, 2, have opened new showrooms in Leeds. Address: 21-23 Wellington Street, Leeds. Telephone: 3-0796 and 3-0797. A complete illustrated catalogue of the firm's products is available.

Scaffolding (Great Britain) Ltd. have formed a protective clothing division, full particulars of which can be obtained from the new offices at Willow Lane, Mitcham, Surrey.

Owing to a printer's error in previous issues, the address of **Nicholls & Co. (Chiswick) Ltd.,** suppliers of protective clothing, appeared incorrectly. It is: **281 Sandycombe Road, Richmond, Surrey.** Phone: **RIChmond 3477.**

Printed for the Proprietors, Shaw Publishing Co. Ltd., *registered office: 180 Fleet Street, London, E.C.4, England* (*Waterloo 3388*) by Samuel Temple & Co. Ltd., Vencourt Place, King Street, London, W.6.
Advertisement, editorial and sales offices: Mercury House, 109-119 Waterloo Road, London, S.E.1 (Waterloo 3388).

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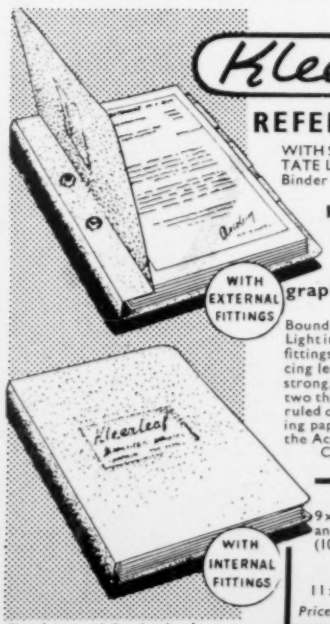

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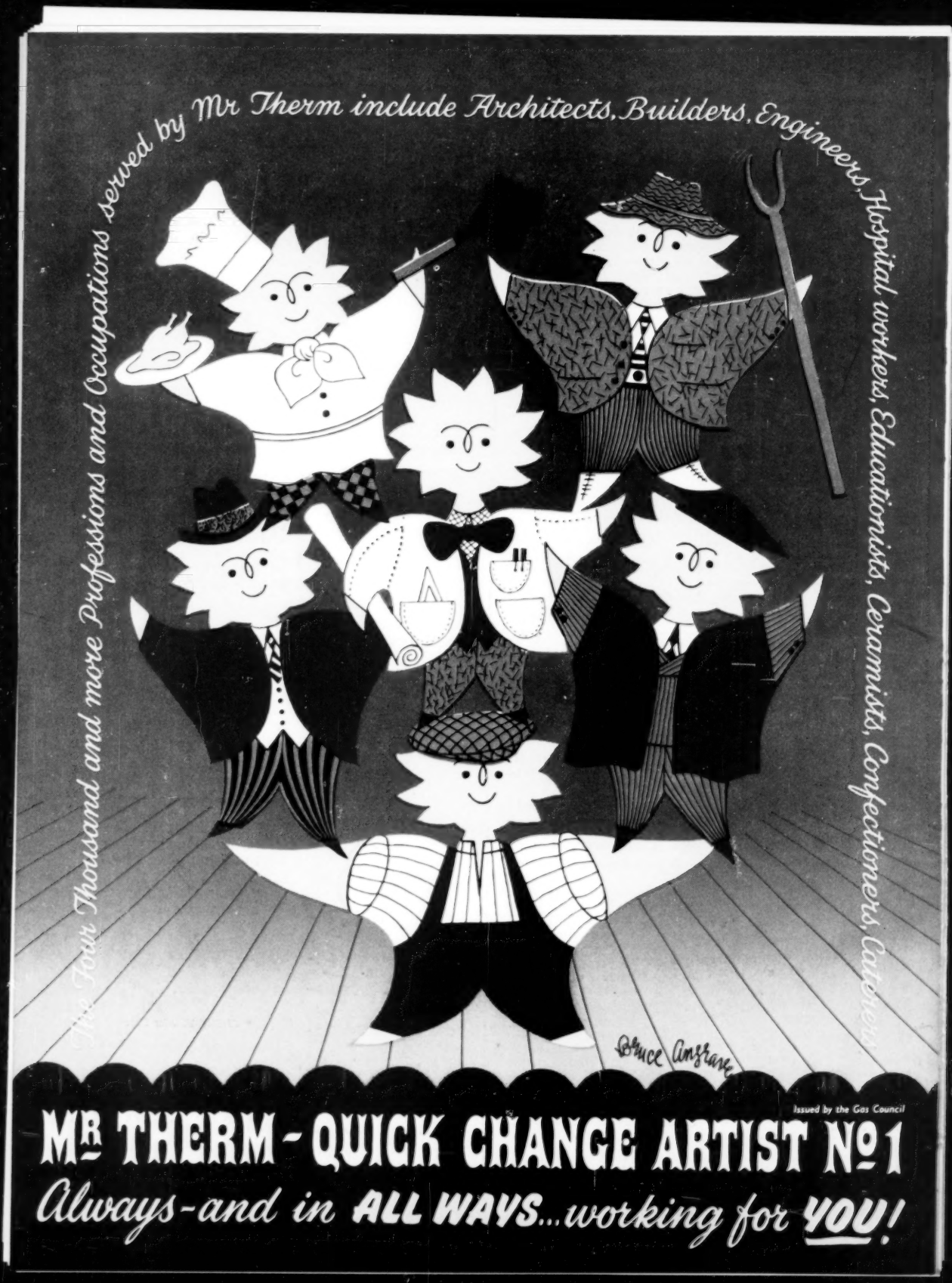
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